



# IET Gender Pay Gap report 2025

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At the IET, our commitment to transparency, equality and inclusion remains at the heart of everything we do. This year's Gender Pay Gap report reflects that commitment, providing a clear view of our progress and the areas where we need to focus further.

We are encouraged by improvements in our median pay gap, which has reduced by 2% since last year, and by maintaining gender balance at senior levels. Our overall gap remains at 23.9%, largely shaped by how roles are distributed across pay quartiles. In particular, the lower pay quartile contains roles predominantly held by women - around 77% - and this concentration impacts the overall picture, even when representation at the top is balanced.

Over the past year, we have backed this commitment with significant investment in colleague development and inclusion. In 2025 alone, we invested over £50,000 in our Women's Leadership Development Programme, alongside further substantial spend on coaching, strengths profiling and wellbeing resources.

Looking ahead, we will continue to strengthen our inclusive recruitment practices and explore ways to attract a more diverse mix of candidates into roles in the lower quartiles. Alongside this, we remain focused on supporting career progression for all colleagues through development programmes, mentoring and flexible working initiatives.

As we progress into 2026 and beyond, our focus is on creating an environment where opportunity and fairness are embedded at every level of our organisation. We want the IET to be a place where colleagues can thrive, contribute meaningfully, and feel valued for their skills and potential.

By continuing to champion equality and inclusion in all that we do, we aim to create a workplace that reflects our commitment to a truly balanced and inclusive future.

Yours sincerely,



*Ed Almond*

**Ed Almond**  
Chief Executive and Secretary

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# What is the Gender Pay Gap?

The Gender Pay Gap shows the difference between the average pay of men and women across an organisation. For example, if the average hourly pay for men is £20 and for women is £15, the gap would be £5, or 25%.

One key factor is how men and women are distributed across pay quartiles. If there are more women in lower-paid roles and more men in higher-paid roles, the gap will appear larger, even when pay for the same job is fair. This is why achieving gender balance across all organisational levels – not just senior roles – is critical to reducing the gap.

To understand this further, the Gender Pay Gap is reported using measures such as the mean and median pay gap, as well as the Gender Bonus Gap. We include both mean and median because each tells a different story: the mean shows the overall average, while the median highlights the midpoint, reducing the effect of very high or very low salaries. Looking at both gives a more balanced view of pay differences.

These averages highlight how the proportion of men and women across the four pay quartiles – upper, upper middle, lower middle and lower – affects the overall gap. It's important to distinguish this from equal pay, which is the legal requirement to pay men and women the same for the same or equivalent work.

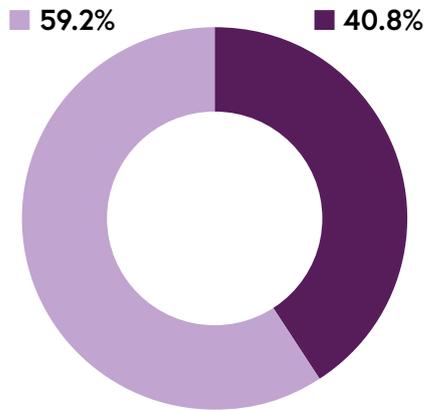
This year's report is based on a snapshot of our UK workforce on 5 April 2025. We continue to have a slightly higher percentage of women (62%) compared to men (38%) working across our organisation, a figure that has remained relatively unchanged since 2023.



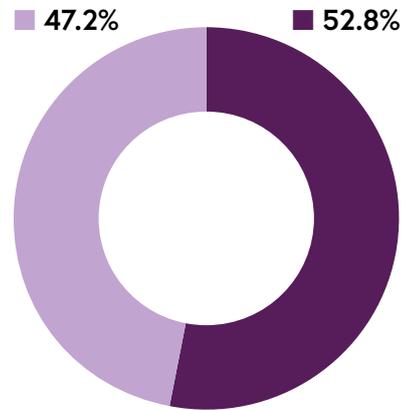
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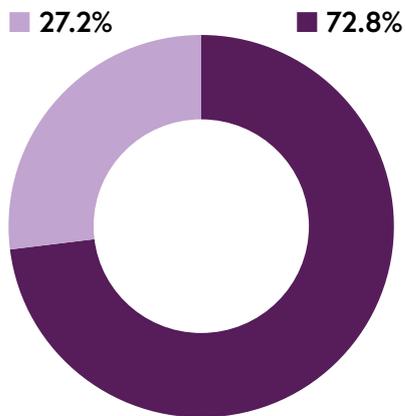
## Gender profile by pay quartile:



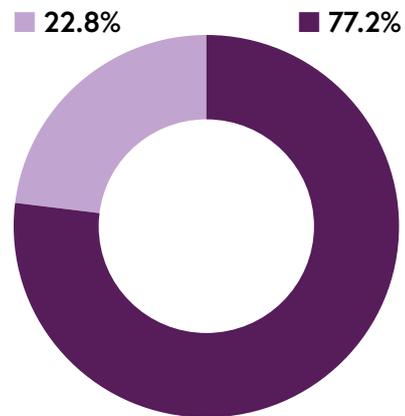
**Upper Quartile 2025**  
Men (61.2% in 2024)  
Women (38.8% in 2024)



**Upper Middle Quartile 2025**  
Men (41.8% in 2024)  
Women (58.2% in 2024)



**Lower Middle Quartile 2025**  
Men (26.1% in 2024)  
Women (73.9% in 2024)



**Lower Quartile 2025**  
Men (22.7% in 2024)  
Women (77.3% in 2024)

Men Women

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## Our Mean Gender Pay Gap

2025

**23.9%**

2024

**24.7%**

## Our Median Gender Pay Gap

2025

**23.1%**

2024

**25.1%**



We are encouraged by improvements in our median pay gap, which has reduced by 2% since last year, and by maintaining gender balance at senior levels. Our overall gap remains at 23.9%, largely shaped by how roles are distributed across pay quartiles.



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## What is the Gender Bonus Gap?

The Gender Bonus Gap measures the difference in average bonus payments between men and women across an organisation. Like the Gender Pay Gap, it does not indicate unequal bonus pay for the same role, which would be unlawful.

A bonus gap can arise when either more women or more men hold positions eligible for higher bonuses. Reporting this gap helps organisations understand how reward structures impact equality and identify opportunities to improve fairness.

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## Gender Bonus Pay Gap

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Our 2025 Mean Gender Bonus Gap is

**39.6%**

Our 2024 Mean Gender Bonus Gap was

**34.7%**

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In 2025 % Men who are paid a bonus

**76.4%**

In 2025% Women who are paid a bonus

**81.8%**

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Our Median Gender Bonus Pay Gap is 0% due to our Share in Success scheme and both men and women at the median point receiving the same bonus payment. Please see the glossary at the end of the report for key terminology.

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## Key factors impacting our 2025 position:

During the snapshot period, the IET continued to undergo a significant restructure. Whilst this created development and redeployment opportunities for many colleagues, it also resulted in the departure of several individuals in senior positions, including women. However, during this time, we continued to prioritise internal recruitment and progression, with 68% of roles filled by internal moves - 65.5% of which were women.

Alongside these changes, we have continued to substantially invest in the development of colleagues across the organisation. Since April 2024, we have invested in initiatives that support progression and inclusion, including over £50,000 in the Women's Leadership Development Programme, £65,000 in coaching, and further spend on core learning and manager development. This investment ensures that our actions are matched with the resources required to create lasting change and have supported progression at the upper quartiles, which is reflected in improved representation at senior levels.

However, our lower pay quartile includes significantly fewer men, which continues to have a major impact on our overall gender pay gap. Looking ahead, we recognise that achieving balance across all pay levels - not just at the top - will be critical. This means focusing on targeted interventions to attract a more diverse mix of candidates into roles in the lower quartiles, while continuing to support career development for all colleagues.



As we progress into 2026 and beyond, our focus is on creating an environment where opportunity and fairness are embedded at every level of our organisation. We want the IET to be a place where colleagues can thrive, contribute meaningfully, and feel valued for their skills and potential.



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# Looking ahead

We recognise that delivering real progress requires not only commitment but meaningful investment. Over the past year we have continued to fund programmes that support women's development and career progression, including leadership development, strengths profiling, coaching and wellbeing support. This sustained investment will continue through 2026 as we build on these foundations.

Our continuing actions from 2025 through to 2026 include:



### 1. Mentoring:

We are continuing to operate a successful internal mentoring scheme and will continue to build on the importance of mentoring in accelerating the careers of women.



### 2. Wellbeing:

We know that different life stages can have a negative impact on women's careers and to overcome this, we have an active women's health network that aims to raise awareness and support across a wide range of topics such as fertility and baby loss, period health, the menopause and working parents.



### 3. Re-orientation:

Our structured re-orientation programme for colleagues returning from extended leave such as maternity, shared parental and adoption leave is aimed at supporting women and their careers. Colleagues tell us that it is an extremely effective mechanism for ensuring that all are aware of the available support and options available as women transition back into the workplace.



### 4. Flexibility for caring responsibilities:

In recognition of the importance of flexibility for caring responsibilities for all, we increased our paid paternity leave from two weeks to four weeks at the start of the year and five men benefitted from this change in 2025. We also introduced an additional day off for working parents so that they can attend their child's first day at reception school.



### 5. Leadership development:

We delivered our third Women's Leadership Development Programme in 2025. This programme has played a key role in enabling the progression of women across the organisation.



### 7. Coaching for line managers:

Research shows that women thrive in a coaching culture. Following on from the significant investment made in 2024, we have continued to focus on embedding coaching capability across the organisation through offering coaching masterclasses and ongoing resources and support via our online coaching resources hub.





### 8. Gender balance in recruitment:

We have implemented a target of no single-gender interview-lists. As a result, 79% of our vacancies had gender balance at all stages of the process and we will continue to focus on ensuring our inclusive recruitment practices encourages diversity in our applicants. In 2025, we had 53 vacancies of which 34 were filled by women. Of those vacancies filled by women, 70% were classed as promotions.



### 9. Menopause support:

We continue to actively promote a menopause friendly workplace and, in addition to our comprehensive menopause support, have helped several women across 2025 with dedicated 121 menopause coaching.



### 10. Profile-raising:

Women holding leadership positions regularly represent the IET at both internal and external events and act as both sponsors and role models both within and beyond the organisation. In 2026, we will be actively promoting case studies that reflect the varied and flexible career paths on offer at the IET.



### 11. Succession:

We will continue to ensure fair and inclusive succession planning, building on our existing methodology by considering talent by skills & capability as well as roles. In 2025, 84% of our critical roles have an internal successor identified of which 53% are women. Through 2026, we will develop a communications strategy to increase the understanding and engagement amongst colleagues about our approach to talent and career development as well as tracking succession against a wider range of Equity, Diversity & Inclusion (EDI) metrics, integral to our EDI strategy.



### 12. Achieving UK's Best Workplace:

We are working towards achieving UK Great Places to Work Accreditation in 2027 and as part of this, be recognised as one of the UK's Best Workplaces for Women. Organisations that achieve this recognition must demonstrate that they empower women's development, create a psychologically and emotionally healthy work environment and that they are effective in ensuring women are represented in the most influential spaces within their respective organisation. We remain committed to deliver on all these areas alongside delivering the afore-mentioned actions contained within this report.



### 13. A robust and transparent reward structure:

We regularly review our pay ranges in line with our pay structure and will continue to ensure consistency and fairness which is integral to our reward philosophy.



By continuing to champion equality and inclusion in all that we do, we aim to create a workplace that reflects our commitment to a truly balanced and inclusive future.



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# Glossary

**Executive team:**

Our Executive directors hold roles within the Upper Quartile of pay.

**Senior roles:**

This term denotes employees who hold roles within the Upper Quartile and the Upper Middle Quartile for pay.

**Quartiles:**

Quartiles are the titles used to sort data into four quarters. The data here is based on roles and their respective pay.

**Mean:**

The average of a data set, found by adding all numbers together and then dividing the total sum by the number of numbers.

**Median:**

The average of a data set, found by ordering all salaries and selecting the one in the middle.

**Mean Gender Pay Gap:**

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

**Median Gender Pay Gap:**

The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

**Mean Gender Bonus Gap:**

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

**Median Gender Bonus Gap:**

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

**Our bonus system (inc. Share in Success):**

We operate a management bonus scheme as well as a Share in Success scheme for all eligible employees across the organisation.

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