TRINITY HOUSE

Trinity House Gender Pay Gap Report

Trinity House supports the fair treatment and reward of all employees irrespective of gender. Our pay approach is based on the principles of consistency, fairness and transparency.

Purpose of this Report

This report fulfils our reporting requirements in providing an analysis of data and sets out what we are doing to close the gender pay gap in Trinity House. We have not included contingent workers and contractors.

A list of definitions is provided in Appendix 1.

Overview

There are two main employee groups working across Trinity House General Lighthouse Authority:

- Support Vessel Services (SVS) – those who work at sea on our ships.
- Shore Side (SS) – those who work on the land, based at one of our depots.

Our headquarters is in London, and our depots are at Harwich, St. Just and Swansea. Our establishment consists of marine, engineering & operations, navigation, research and development; and corporate functions including Safety & Environment, Finance, Procurement, Legal, IT and HR.

The information in this report is extracted from payroll data as at 5 April 2025.

At this snapshot date Trinity House directly employed 301 people, with a FTE of 290.71. The gender split was as follows:

- Male: 213 (212.4 FTE), of which 78 were in the SVS employee group and 135 in the SS employee group.
- Female: 88 (78.31 FTE) of which 9 were in the SVS employee group and 79 are in the SS employee group.

The data summary is the overall picture for Trinity House and uses ‘raw’ data from the payroll system and is made up of an average of basic pay, bonuses (including long service awards), and appropriate allowances.

Gender pay gap data

The gender pay gap shows the difference in the average pay between all men and women in a workforce. A summary of the data is shown in the following table.

Table 1: Data Summary	%
Mean gender pay gap in hourly pay	12.75
Median gender pay gap in hourly pay	12.78
Mean gender pay gap in bonus pay	15.59
Median gender pay gap in bonus pay	0.00
The proportion of male employees paid a bonus	89.20
The proportion of female employees paid a bonus	89.77

The mean gender pay gap trend over the last four years is shown in the following table

Table 2: Mean gender pay gap trend

	2021	2022	2023	2024	2025
Mean Gender Pay Gap tracker	23.53%	20.79%	17.72%	9.96%	12.75%

In 2025, the mean gender pay gap rose to 12.75%, reversing some of the progress seen in 2024 when the gap was at its lowest in recent years (9.96%). The median pay gap also increased slightly, from 12.18% to 12.78%, highlighting a broader shift across pay distribution.

Workforce movements in 2025 appear to be a significant influence on the overall trend.

There was a net increase in employees at both the employee group levels, with proportionally more male joiners than female. Although female representation at SMT level improved, the overall balance in this employee group remains male-dominated. During this reporting period we also saw the departure of a female at Executive level. At the middle manager and below level, the number of male hires also exceeded female hires, while more females left the group proportionally than males. These shifts likely contributed to the widening of the pay gap at lower levels.

Encouraging, at the Senior and Executive level, the gender pay moved in favour of females, from 8.34% in 2024 (in favour of males) to -10.87% in 2025, reflecting better pay equity in top roles and potentially influenced by the appointment of an additional female at SMT level, as well as higher bonus payments to female SMT members due to full tenure during reporting period.

Despite some setbacks, these changes demonstrate the importance of sustained, data-informed workforce planning to maintain and build on previous gains. Ongoing efforts to attract, retain and promote females across all levels (particularly at middle manager level) of the organisation will be key to achieving a more balanced and equitable pay structure over time.

Further analysis

The sections below offer more analysis and explanation of the data that underpins this summary.

The majority of our organisation is made up of mariners, engineers and technical roles which are traditionally male dominated disciplines. This is reflected in the data provided in table 3 below in all four quartiles, where there are proportionately more males than females.

Table 3: Proportion of male and female employees in each quartile (ordinary pay)

Quartile	Number of male employees	Male (%)	Number of female employees	Female (%)
First quartile (lower)	41	54.67	34	45.33
Second quartile (lower middle)	49	65.33	26	34.67
Third quartile (middle upper)	62	81.58	14	18.42
Fourth quartile (upper)	61	81.33	14	18.67

Table 4: The number of male and female employees at each grade/hourly pay

Grade	Male	Female	Male Mean Hourly Rate	Female Mean Hourly Rate	% Difference
Up to & including Middle Managers	199	84	33.43	29.11	12.92
Senior & Executive	14	4	77.28	85.68	-10.87

Bonus Pay

It should be noted that there are separate schemes for the employee groups. Bonus pay includes end of year (general) bonus / awards, individual and team bonuses.

Bonuses were paid to 269 employees in the lower grades (up to and including middle managers), and 18 employees in the highest grades (Senior Managers and Executive).

- 90.95% of male employees in the employee groups, up to and including middle managers, received an end of year bonus and some received an individual or team bonus.
- 89.29% of female employees in the employee groups, up to and including middle managers, received an end of year bonus and some received an individual or team bonus.
- 64.29% of male employees in the highest employee groups, which includes Senior Managers and Executive, received an end of year award.

- 100.00% of female employees in the highest employee groups, which includes Senior Managers and Executive, received an end of year award.

In 2025, Trinity House saw notable progress in closing the gender gap in bonus pay. The mean gender pay gap decreased significantly to 15.59%, down from 24.79% in 2024. The median bonus gap remained at 0.00%, indicating that bonus distribution at the midpoint of the workforce continues to be equitable.

Bonus participation also improved across both genders. A higher proportion of employees received bonuses in 2025, with 89.20% of male and 89.77% of female employees receiving some form of bonus, up from 81.34% and 82.72% respectively, the previous year.
At the senior and executive level, there was a marked improvement in gender parity. All female employees at this level received a bonus in 2025, compared to only half in 2024. In contrast, bonus eligibility for males at this level decreased slightly.

Among middle managers and below, bonus access remained high and relatively even between genders. However, given the greater number of new male joiners at this level and slightly higher female turnover, male representation increased overall, which may continue to influence future pay and bonus trends if not proactively managed.

Overall, the improvements in bonus equity, particularly at senior level, demonstrate progress, but also underscore the need for continued monitoring of gender representation and reward outcomes across all grades to maintain fairness and alignment with the organisation's equity goals.

Why do we have this Gender Pay Gap and what are we doing

As a maritime organisation our two main employment groups are seafarers and engineers/technicians. These disciplines/skills sets are traditionally male dominated and the impact of this is reflected in the data and analysis provided in this report.

However, there are national initiatives including the associated professional bodies, where positive action is being taken to address this including Women in Engineering and Women in Maritime networks and societies.

In other professional and technical roles on the shore side we will continue to take targeted action to reduce the gender pay gap.

Targeted action to reduce the pay gap

Trinity House is committed to taking action to promote our work and the opportunities we have to attract, develop and retain a diverse workforce.

We support all colleagues by developing and promoting an inclusive culture, providing learning opportunities for personal growth, building our capability and strengthening our organisational resilience to safely and successfully deliver our statutory duties.

We have taken action to review our recruitment and selection arrangements to remove any potential unconscious bias. This includes reviewing advert content and language used, promotion of family friendly policies, hybrid working and the use of 'name blind' applications. We have also changed the nomenclature for our sea-going employees to 'seafarer', moving away from the title 'seaman'. This proactive and positive work continues and is reflected in our emerging people strategy and targeted action plan which we have reviewed and updated below.

We have an active action plan in place to help reduce the pay gap. We will continue to work with our key stakeholders and network groups to ensure that it is realistic and achievable. We will report our progress annually to the Executive Remuneration Committee.

Our targeted action continues to include:

- focusing future pay awards on addressing specific pay issues that benefit the majority of our workforce. We will factor how the pay award affects employees covered by the 2010 Equality

Act to monitor diversity-related demographics to identify if certain employees are adversely affected.

- continuing to review our recruitment policies and processes to ensure fairness and equality, including the diversity of the interview panel
- scrutinising and reviewing the recruitment journey from job posting through to job offer and monitoring job advertisements to ensure that they are gender neutral and fully reflect the benefits of working for Trinity House
- monitoring and reporting on the uptake of Diversity and Inclusion interventions. This will be complemented by providing recruitment, assessment and selection training
- supporting women returning to work following maternity or adoption leave, linking this to our Diversity and Inclusion framework
- improving representation of female participants on talent development schemes that are either run by Trinity House or the wider Civil Service.
- evaluating our existing development programmes to ensure our Talent Management processes.
- signing up to the Maritime UK women in maritime pledge
- introducing a pilot female mentoring scheme across the tri-GLA to support career development, confidence building and retention

New actions to enhance our impact include:

- introducing regular pay equity audits at grade and role level to identify and address unexplained pay gaps
- strengthening or internal succession planning processes with focus on diverse pipelines, particularly for middle manager and above roles
- expanding flexible working options across all levels of the organisation and monitoring uptake to support career progression
- engaging senior leaders as active sponsors for high-potential females in the organisation
- launching a return-to-work support programme for individuals re-entering the workforce after extended career breaks

Appendix 1: Definitions

Mean Gender Pay Gap in Hourly Pay

The difference between the mean* hourly rate of pay of males and females, where hourly pay includes basic pay, bonuses, and allowances.

*Average pay for all male and female employees.

Median Gender Pay Gap in Hourly Pay

The difference between the median* hourly rate of pay of males and females.

*Middle rate of pay (when listed in order) for all male and female employees.

Mean Gender Pay Gap in Bonus Pay

The difference between the mean* bonus paid to males and females where bonus refers to a variety of bonus payments.

*Average bonus for all male and female employees.

Median Gender Pay Gap in Bonus Pay

The difference between the median bonus pay paid to males and females.

*Middle value of bonuses paid to all males compared to all female employees.

Bonus proportions

The proportions of males and females who were paid a bonus.

Quartile bands

The proportions of male and female employees in the lower, lower middle, upper middle, and upper quartile pay band.