



A COHORT PLC COMPANY

Gender Pay Gap Report 2025



Introduction

At MASS we believe in creating a fair and inclusive working environment. In this report we detail our gender pay gap, which is the difference between the typical earnings of men and the typical earnings of women at MASS. Because we employ more men than women, particularly in senior or higher paying roles, we have a higher mean and median gender pay gap as well as a higher mean bonus pay gap.

For those who do the same or broadly similar roles, we ensure pay parity.

WORKFORCE DEMOGRAPHICS 2025

We have 315 employees (as of 5th April 2025) and 12 of these are part-time workers.

258 Male employees (full & part time)

57 Female employees (full & part time)



Gender pay gap:
A measure of the difference between men's and women's average earnings across the organisation. It is expressed as a percentage of men's earnings.

Our gender pay gap data 2025

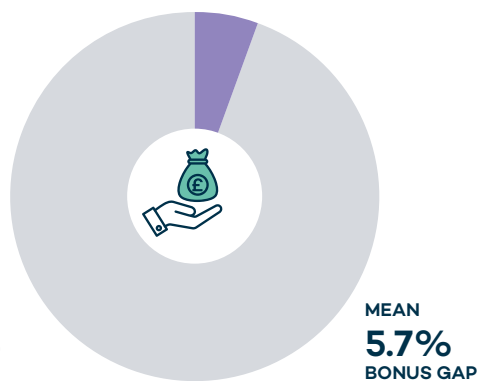
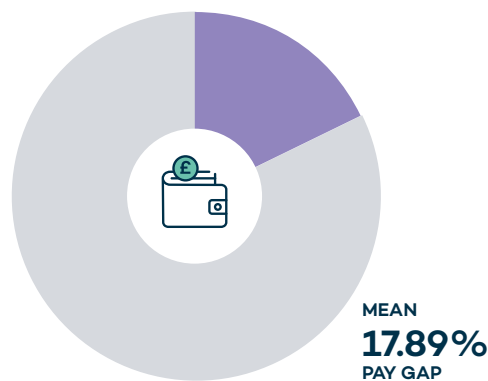
We provide two ways of calculating the gender pay gap; the median pay gap and the mean pay gap. Both include basic salaries and performance-related pay.

MEAN GAP

This is calculated by adding up payments made to male employees, divided by total number of male employees. We then do the same calculation for female employees. Subtract the total payments to female employees from the total payments to male employees then multiply by 100. This gives you the percentage gap.

Mean pay gap 17.89%

Mean bonus gap 5.7%

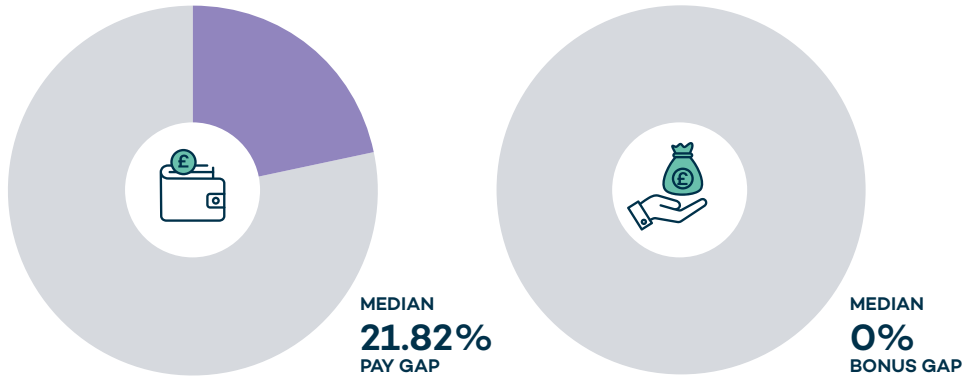


MEDIAN GAP

This is calculated by adding up the hourly pay for every male employee, sorted from high to low, and then doing the same for every female employee. Identify the middle value for each and subtract the value for female employees from the value for male employees. Multiply by 100 and that gives the percentage gap.

Median pay gap 21.82%

Median bonus gap 0%



QUARTILE PAY BANDS

In this report we also give our quartile pay bands. To do this, we list all employees from the highest to the lowest paid, then divide into 4 equal groups depending on where they sit on that scale. We then count how many men and women are in each quartile, and divide each number by the total number of employees, then multiply by 100. That gives us the percentage figures below.

Upper income quartile	Male 92%	Female 8%
Upper middle income quartile	Male 84%	Female 16%
Lower middle income quartile	Male 80%	Female 20%
Lower income quartile	Male 70%	Female 30%

UPPER INCOME QUARTILE



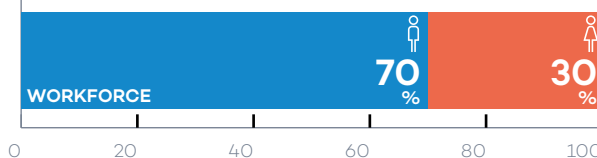
UPPER MIDDLE INCOME QUARTILE



LOWER MIDDLE INCOME QUARTILE



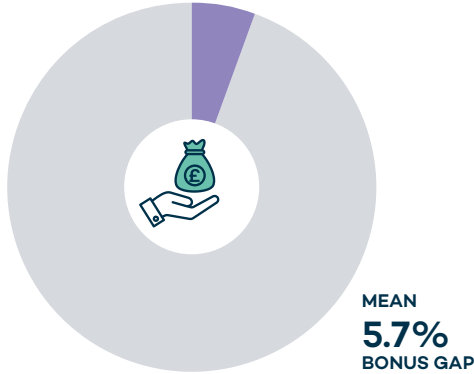
LOWER INCOME QUARTILE



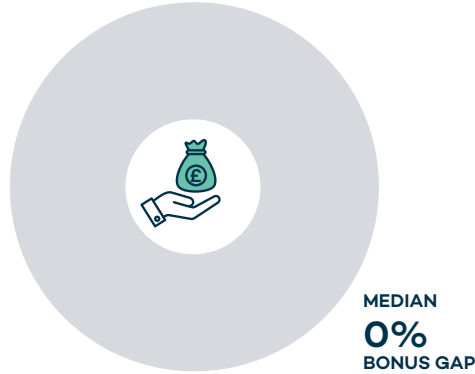
BONUS PAY GAP

In this report we provide median and mean measures for the bonus gap as well as showing the percentage of men and women who receive bonus pay.

Mean bonus gap 5.7%



Median bonus gap 0%



SUMMARY

- There has been a 1% increase in the mean and a 5.5% drop in the median pay gap.
- Our mean bonus pay gap has decreased by 22% which is a significant improvement to bridge the bonus gap.
- We have proportionately more men than women in our two highest pay quartiles and this means we have a gender pay gap.
- However, the percentage of women in our lower middle income quartiles have gone up since our last Gender Pay Gap Report.

Where pay gap figures are shown, a positive figure denotes the % amount that women's mean or median hourly salary is lower than men.

A negative figure denotes instances where the mean or median hourly salary for women is higher than for men.

The ideal position is therefore 0.00%.

Moving forward

MASS will continue to work on reducing our gender pay gap.

If MASS had an equal number of men and women in senior roles it would significantly reduce our gender pay gap.

We will continue to improve our policies and practices to create a more inclusive environment for women and other under-represented groups.

AIMS

- Continue to promote our flexible and hybrid working schemes to support a better work/life balance for all our people.
- Through **STEM activities**, we will support female students to pursue a career as a graduate in either engineering or modelling, encouraging them into our industry.
- To **encourage more females to apply** for roles at MASS. In the past 12 months, 27% of applicants for roles at MASS were female.
- To support the employee-led **MASS Women's Network**, which is open to people of all genders
- Continue **developing our presence within careers and job fairs**, specifically with our female graduates, apprentices and managers to represent women in our workplace.

Declaration

I can confirm that the data and statements contained within this report are accurate to the best of my knowledge and belief.



Michelle Lynch,
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For and on behalf of MASS Consultants Ltd
April 2025

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