

## Juniper Combined Gender Pay Gap Calculations and Comparisons – 2025

Juniper Ventures is required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Juniper is an equal pay and equal opportunities employer with a diverse workforce. The Gender Pay Gap (GPG) calculations submitted to Government can only be so as separate Juniper Venture and Juniper Pursuits companies and not as a combined figure for both companies. This skews the results as all Back Office function staff are located in Juniper Venture’s establishment. To illustrate comparable GPG information year on year please see the information below.

The mean hourly rate is the average hourly wage across the entire organization so the mean gender pay gap is a measure of the difference between women’s mean hourly wage and men’s mean hourly wage.

The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly wage of the person in the middle; so, the median gender pay gap is the difference between women’s median hourly wage (the middle-paid woman) and men’s median hourly wage (the middle-paid man).

2018	No of Colleagues	Mean Hourly Rate	Variance	Median Hourly rate	Variance
Female	938	10.76	-8.6%	£10.20	0%
Male	130	11.78	8.6%	£10.20	0%
2019	No of Colleagues	Mean Hourly Rate	Variance	Median Hourly rate	Variance
Female	975	10.79	-9.36%	£10.20	0%
Male	125	12.22	9.366%	£10.20	0%
2020	No of Colleagues	Mean Hourly Rate	Variance	Median Hourly rate	Variance
Female	889	11.43	-10.75%	£10.75	0%
Male	135	12.81	10.75%	£10.75	0%
2021	No of Colleagues	Mean Hourly Rate	Variance	Median Hourly rate	Variance
Female	882	11.56	-12.71%	£10.85	0%
Male	140	13.24	12.71%	£10.85	0%
2022	No of Colleagues	Mean Hourly Rate	Variance	Median Hourly rate	Variance
Female	756	11.78	-13.09%	£11.05	0%
Male	124	13.50	13.09%	£11.05	0%

2023	No of Colleagues	Mean Rate	Hourly	Variance	Median rate	Hourly	Variance
Female	690	12.7		-14.91%	£11.95		0%
Male	106	14.93		14.91%	£11.95		0%
2024	No of Colleagues	Mean Rate	Hourly	Variance	Median rate	Hourly	Variance
Female	686	13.89		-14.72%	£13.15		0%
Male	105	16.29		-14.72%	£13.15		0%
2025	No of Colleagues	Mean Rate	Hourly	Variance	Median rate	Hourly	Variance
Female	624	14.59		-14.46%	£13.85		0%
Male	97	17.06		14.46%	£13.85		0%

Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of women in each quartile gives an indication of women's representation at different levels of the organisation.

2018	Female	Male
Top Quartile (highest paid)	83%	17%
Upper Middle Quartile	90%	10%
Lower Middle Quartile	90%	10%
Lower Quartile (lowest paid)	90%	10%
2019	Female	Male
Top Quartile (highest paid)	56%	44%
Upper Middle Quartile	87%	13%
Lower Middle Quartile	87%	13%
Lower Quartile (lowest paid)	87%	13%
2020	Female	Male
Top Quartile (highest paid)	80%	20%
Upper Middle Quartile	89%	11%
Lower Middle Quartile	89%	11%
Lower Quartile (lowest paid)	89%	11%
2021	Female	Male
Top Quartile (highest paid)	65%	35%
Upper Middle Quartile	93%	7%
Lower Middle Quartile	93%	7%
Lower Quartile (lowest paid)	93%	7%
2022	Female	Male
Top Quartile (highest paid)	78%	22%

Upper Middle Quartile	87%	13%
Lower Middle Quartile	93%	7%
Lower Quartile (lowest paid)	85%	15%
<b>2023</b>	<b>Female</b>	<b>Male</b>
Top Quartile (highest paid)	75%	25%
Upper Middle Quartile	90%	10%
Lower Middle Quartile	90%	10%
Lower Quartile (lowest paid)	90%	10%
<b>2024</b>	<b>Female</b>	<b>Male</b>
Top Quartile (highest paid)	73%	27%
Upper Middle Quartile	92%	8%
Lower Middle Quartile	90%	10%
Lower Quartile (lowest paid)	91%	9%
<b>2025</b>	<b>Female</b>	<b>Male</b>
Top Quartile (highest paid)	74%	26%
Upper Middle Quartile	91%	9%
Lower Middle Quartile	91%	9%
Lower Quartile (lowest paid)	91%	9%

Juniper is a provider of school catering, cleaning, hospitality and health and safety services based in Newham, east London offering services predominantly within Newham but also to some neighbouring authorities.

We are an equal opportunities employer and offer an internal tiered salary structure, irrespective of gender which means that men and women are paid equally for undertaking the same roles.

Historically our business has always employed more women than men with the 2025 report illustrating 624 female and 97 male employees.

The number of females in the top quartile is consistently high and in 2025 is 74% (1% up on 2024).

Our results show that overall, our gender pay gap is 14.46 % which broadly mirrors the gender pay gap nationally (which was 14.72 in 2025 according to the ONS) and is lower than for the industry sector which has an average of 26.6%

Our gap is largely caused by the structure of the organisation. We have a higher-than-average proportion of women in our workforce who are in front line, lower paid roles. We attribute this to the fact that most of our roles are part time, term time, roles traditionally female dominated as the term time working allows women to care for their children during holiday periods – though we do continue to seek to make our roles more attractive to all.

We are proud to be a London Living Wage employer, we have a clear career path aimed at enabling women to progress over time and apprenticeships and training and development in place aimed at improving learning opportunities. Our priority is create an environment which enables everyone to thrive at work and progress to their full potential.

Where possible and depending on the operational needs of the job role, we offer flexible working which makes roles attractive to those with caring responsibilities - which traditionally are predominantly female staff.

Reducing the gender pay gap is an ongoing long-term goal for us and we are acutely aware that roles based in schools are influenced by wider social attitudes and this will take some time to change.

## Our Actions

In respect of the control we have, all staff are recruited using objective structured recruitment processes and each job role has an evaluated 'pay grade' Equal access to training, development (often via our online portal to be accessed at a time to suit individuals), in house training and career paths to prepare staff for promotional opportunities and a clear commitment to recruit from 'within' where possible.

The pay gap is a result of differing pay grades for specific roles, however all employees working in the same grade are remunerated equally and according to the evaluated pay grade.

We will continue to assess how we attract candidates, recruit to roles, and ensure that all staff are recruited using fair and objective recruitment processes. We are also addressing the need to modify recruitment processes as appropriate (for example where candidates are neuro-divergent and require a different recruitment approach) to avoid barriers to working for Juniper and ensuring that we recruit from the widest possible pool of candidates.

We are taking active steps to improve our data to understand and address imbalances across our workforce in relation to all protected characteristics to ensure we are inclusive and an employer of choice for all.