

Linkage Community Trust Gender Pay Gap Report 2026

Linkage Community Trust is required by law to publish an annual gender pay gap report.

This is its report for the snapshot date of 31st March 2025.

The mean gender pay gap for Linkage is 5.96%

The median gender pay gap for Linkage is 0.00%.

The mean (average) bonus gender pay gap is 27.73%

The median bonus gender pay gap is 31.82%

Pay quartiles by gender

Band	Males	Females	Description
A	20.90%	79.10%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	18.41%	81.59%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	28.86%	71.14%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	28.22%	71.78%	Includes all employees whose standard hourly rate places them above the upper quartile

The figures set out above have been calculated using the standard methodologies outlined in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and in accordance with the published guidance from Government Equalities Office.

What are the underlying causes of Linkage's gender pay gap?

Legally, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value

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Linkage is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

Linkage has a structured pay and grading system that is adhered to and is therefore, paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic listed above). Linkage is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work.

Across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations). Men are more likely to be in technical and IT-related roles, which are paid more highly than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

This pattern from the UK economy as a whole is not reflected in the make-up of our organisation. Most employees in each band are Women. This can be seen in the above table, showing pay quartiles by gender.

The table above shows Linkage workforce divided into four equal-sized groups based on hourly pay rates, with Band A including the lowest paid 25% of employees (the lower quartile) and B covering those paid above the lower quartile, C those paid below the upper quartile and D covering the highest paid 25% (the upper quartile).

For there to be no gender pay gap, there would need to be 50% men and 50% women in each Band. Within Linkage, 79.1% of employees in Band A are women and 20.9% are men and the percentage of male employees remains lower within all bands.

In relation to bonuses, Linkage has a 27.73% mean (average) gender pay gap using bonus. This is a positive change from the previous year where 100% of bonuses were received by women. The bonus is a quarterly payment and there have been new female joiners in the year, where there has been no change to males. The quarterly bonus amount achievable is equitable for both male and female colleagues. It is important to note; bonus pay is not typically used by the organisation, with only 1.77% of colleagues in receipt.

How does Linkage's gender pay gap compare with that of other organisations?

The majority of organisations have a gender pay gap, and it can be reported that Linkage's gap compares favourably with that of other organisations, including those within our sectors, and in similar occupations.

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The median gender pay gap for the whole economy (according to the November 2025 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is now 10.9%. At 5.96%, our mean gender pay gap is lower than the whole economy.

The median gender pay gap for the whole economy full-time employment (according to the November 2025 ONS ASHE figures) is 6.9% and 3.1% for Caring, Leisure and Other Service occupations. At 0.00%, Linkage's median gender pay gap is not only lower than the whole economy and that of comparable sectors, but it also represents no pay gap for this measure. This is because the mid points of the ranges of male and female hourly pay, are the same.

What is Linkage doing to address its gender pay gap?

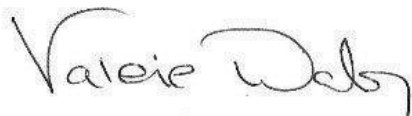
Whilst Linkage's gender pay gap compares favourably with that of other organisations within the UK economy and comparable sectors, it is committed to improving the diversity of its workforce and this intent is incorporated within the 2023-2028 corporate strategy.

Linkage also, recognises that its scope to act based upon the underlying causes of its gender pay gap is limited due to the data sets we have.

With greater flexibility in our working patterns, including Hybrid working, Linkage continues to review practices and processes to become even more comparable to other organisations.

I, Valerie Waby, Chief Executive Officer, confirm that the information in this statement is accurate.

Signed



Date 26th March 2026

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