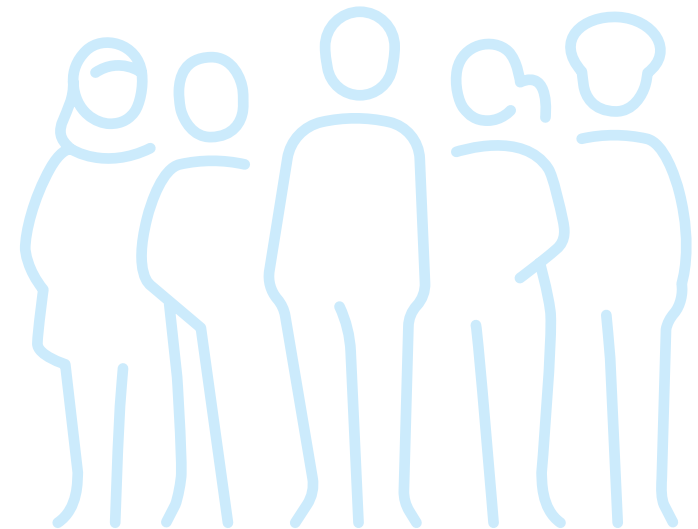


UK
Gender and
ethnicity
pay gap report
2024

 RAMBOLL

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Summary

In 2024, Ramboll's mean and median gender pay gap reduced further as a result of continuing gender balance improvements and greater female representation in the upper and upper-middle pay quartiles. We are also sharing our second ethnicity pay gap figures, which increased between 2023 and 2024 due to representation of ethnic minority employees growing faster within lower paying quartiles than higher paying quartiles.

Definitions - Within this report, we rely on some key terms to describe pay data and trends:

Mean pay	Calculated by taking the gross hourly pay (including ordinary pay and bonus pay) of all employees within a reference group and dividing by the total number of employees within that group. Mean pay is sensitive to outliers with the highest or lowest pay.
Median pay	Calculated by ordering the gross hourly pay (including ordinary pay and bonus pay) of all employees within a reference group from lowest to highest and taking the gross hourly pay at the mid-point. Median pay is not impacted by outliers as it disregards the pay of all except the 'average' employee at the mid-point of the reference group.
Ordinary pay	In the context of UK pay gap reporting, 'ordinary pay' refers to the average gross hourly earnings that employees receive before income tax and social security contributions are deducted and after any reduction for a salary sacrifice scheme. Ordinary pay includes monetary payment such as basic pay, allowances, pay for leave and shift premium. Ordinary pay does not include overtime pay, allowances earned during paid overtime, redundancy pay, pay related to termination of employment, payments for untaken annual leave, repayments of authorised business expenses, non-cash benefits or interest-free loans.
Bonus pay	Bonuses paid (pro-rata where applicable) to each full-pay relevant employee within the defined pay period after any reduction for a salary sacrifice scheme and before deductions such as tax, National Insurance and employee pension contributions.
Pay gap	Pay gaps are reported as a percentage relating to the pay of men (in the case of gender pay gaps), or white employees (in the case of ethnicity pay gaps). A positive percentage indicates a pay gap to the detriment of women or ethnic minorities, while a negative percentage indicates a pay gap in their favour. The greater the percentage, the greater the pay gap. Pay gaps are largely indicative of challenges within the distribution of a reference group between different pay levels, most often due to a shortage or imbalance within senior, higher-paid positions.
Pay quartiles	Calculated by ordering the pay of all employees from lowest to highest and dividing them into four quartiles. We then report the proportion of a particular reference group (e.g. women) within each pay quartile as a percentage.

Introduction

Ramboll's continuing ambition to be the Partner for Sustainable Change acknowledges a responsibility to effect positive change both within and outside of Ramboll for the benefit of our employees, the wider industry and society at large. We are committed to developing our people, reinforcing a diverse and supportive culture and acting responsibly.

We are pleased to share our UK Gender and Ethnicity Pay Gap Report 2024, a critical measure of progress within Equality, Diversity and Inclusion (EDI). Pay gap reporting offers useful insight into the diversity of representation across an organisation and the impact of efforts to improve it over time.

Once again, we have chosen to supplement the statutory reporting requirements by including additional gender and ethnicity pay gap analysis for Ramboll. We believe this transparency is necessary to encourage conversation and action addressing gender and racial equality in the workplace.

During the 2024 reporting period we have made progress towards our goal to exceed 37% female representation within our UK operations, reaching 36%. And in early 2025 we have now achieved this milestone ahead of our original end of 2025 target.

Foreword by Neil Sansbury, UK, Managing Director

In this year's report, I am pleased to share that Ramboll has achieved another reduction in our gender pay gap. Since the introduction of pay gap reporting in 2017, Ramboll has made significant strides in redressing the underrepresentation of women, particularly in senior and higher-paying positions. This effort is directly contributing to the improvements we see in the gender pay gap.

While our progress has sometimes been slower than we would like due to historical trends affecting the number of women entering our industry, I remain confident that our steady advancements are driving meaningful and sustainable change. As our programmes to advance gender balance mature, I believe the pace of improvement will also accelerate.

This year marks our second year of voluntarily publishing ethnicity pay data. We have observed an increasing pay gap, which is not unexpected at this stage of our journey toward racial equality. Similar to our experience with gender, there are no shortcuts to overcoming generations of underrepresentation in the industry.

Encouragingly, our initiatives to attract greater racial diversity into STEM careers are resulting in increased representation of ethnic minority individuals at Ramboll. However, this



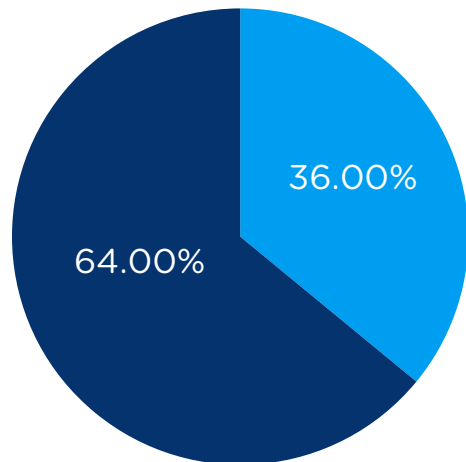
representation is currently concentrated at earlier (and lower-paying) career stages, leading to a short-term increase in the ethnicity pay gap. The focus now is to have the right programmes, processes and support in place for ethnic minority employees to advance their careers.

Ramboll remains committed to achieving racial equality at every level of our organisation and to fostering an environment where diverse talents can thrive. This report serves as a vital tool in tracking our progress and holding ourselves accountable as we work toward a more equitable future for all.

About Ramboll's employees (as at April 2024)

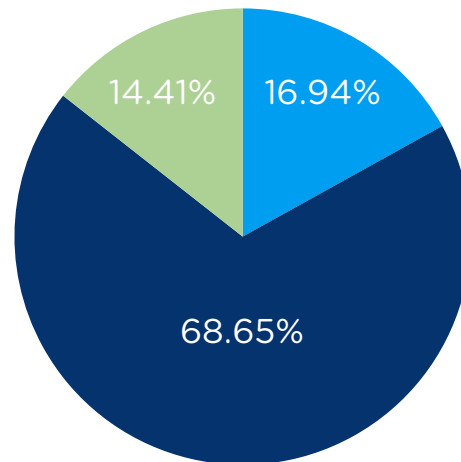
36.00% of Ramboll's UK employees are women

● Women ● Men



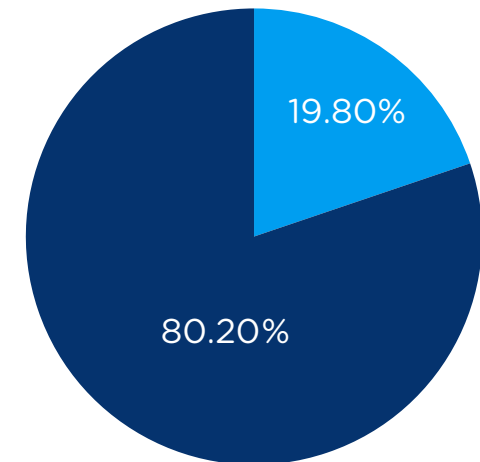
Ethnic minority employees are **16.94%** of Ramboll's UK population

● Declared Ethnic Minority ● Declared White ● Not declared



Among employees who have declared their ethnicity, ethnic minority employees are **19.80%**

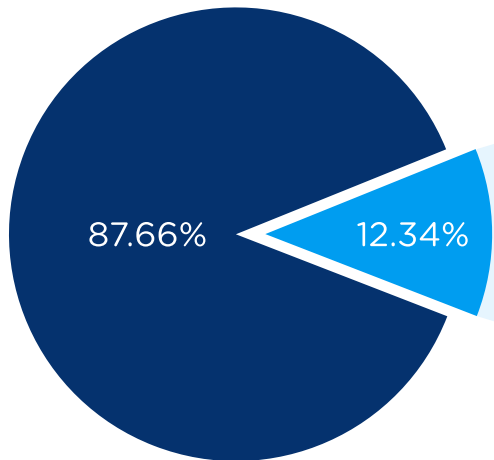
● Declared Ethnic Minority ● Declared White



About Ramboll's employees (as at April 2024)

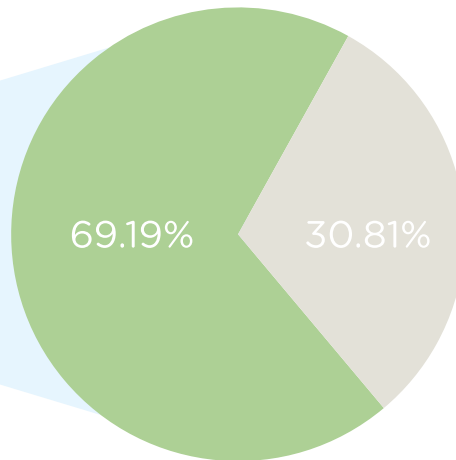
12.34% of Ramboll's UK employees work part-time

● Part-time ● Full-time



69.19% of Ramboll part-time employees are women

● Women ● Men



We have seen a positive shift in the gender profile of part-time employees. In 2023, 12% of Ramboll's UK workforce were part-time, rising to 12.34% in 2024. Notably, the proportion of men among part-time workers increased from 28% to 30.81%.

This change demonstrates the impact of our ongoing commitment to supporting work-life balance for all employees, regardless of gender. By fostering an inclusive and flexible work environment, we enable everyone to find the balance that suits their life stage and professional goals.

UK gender pay gap 2024

[About gender pay gap reporting](#)

The gender pay gap measures the difference between the gross hourly pay for male employees and the gross hourly pay for female employees, without considering individual roles, responsibilities or seniority. It should not be confused with equal pay, which is the legal requirement to compensate employees who have similar job functions with comparably equal pay, regardless of their gender, race, ethnicity, or other protected status or characteristic.

Gender pay gap continues to fall

Our mean and median pay gaps have declined for the fourth consecutive year, with the mean pay gap seeing a greater fall. This is the result of improved attraction and representation of women within senior, higher-paid positions within the upper pay quartile. We also report an improvement in our part-time gender pay gap, suggesting our efforts to support all employees in achieving work-life balance are positively impacting gender pay equity.

In the UK, we made a commitment to achieve 37% female representation by the end of 2025, which we are proud to have surpassed as of early 2025 (37.3% female). We will now shift focus to supporting women to progress through the company.

*In 2020, the gender pay gap widened. This was the result of female representation growing within the lower pay quartiles while remaining largely static in the upper pay quartiles.

In 2024 we have seen a positive improvement in our part-time gender pay gap, demonstrating our actions to support all genders in achieving work-life balance are positively impacting pay equity.

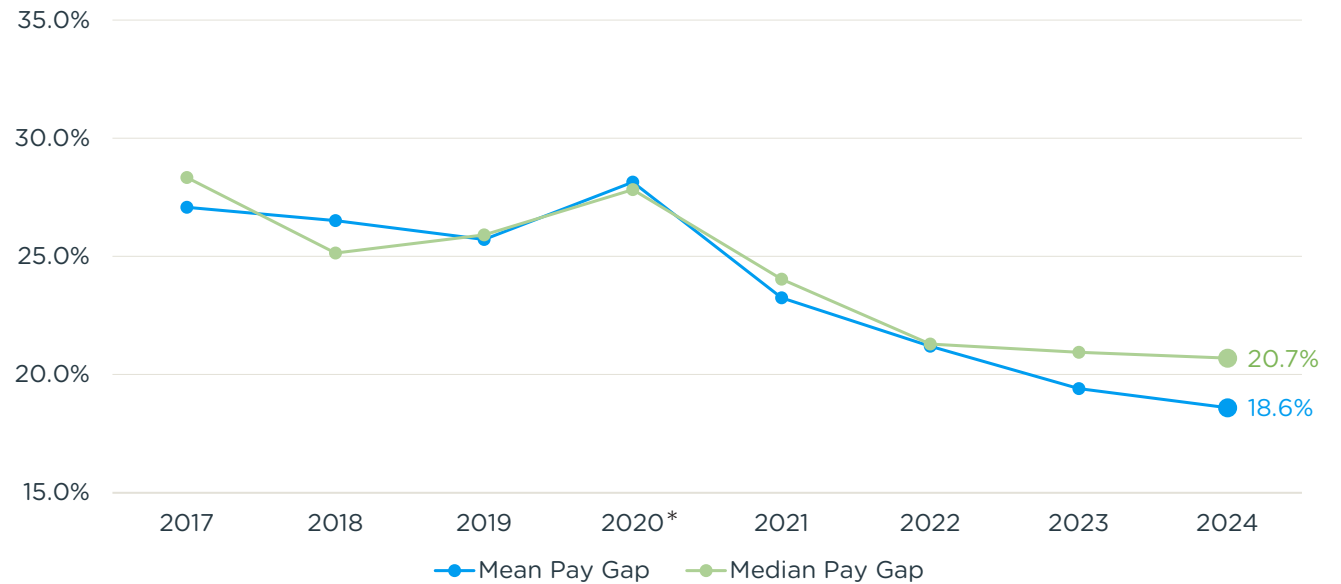
18.60% Mean gender pay gap

20.70% Median gender pay gap

17.90% Part-time mean gender pay gap

16.13% Part-time median gender pay gap

Gender pay gap



Female representation by pay quartile

Quartile	2017	2018	2019	2020*	2021	2022	2023	2024
Upper Quartile	13.06%	12.94%	14.33%	14.43%	16.03%	17.48%	18.61%	20.90%
Upper Middle Quartile	25.37%	24.91%	26.97%	26.55%	27.87%	26.69%	31.28%	32.60%
Lower Middle Quartile	38.43%	39.30%	35.81%	38.19%	36.24%	42.12%	41.28%	43.70%
Lower Quartile	46.27%	40.56%	42.35%	45.03%	43.25%	42.73%	46.34%	46.50%
TOTAL	30.78%	29.42%	28.57%	31.17%	30.87%	32.29%	34.49%	36.00%

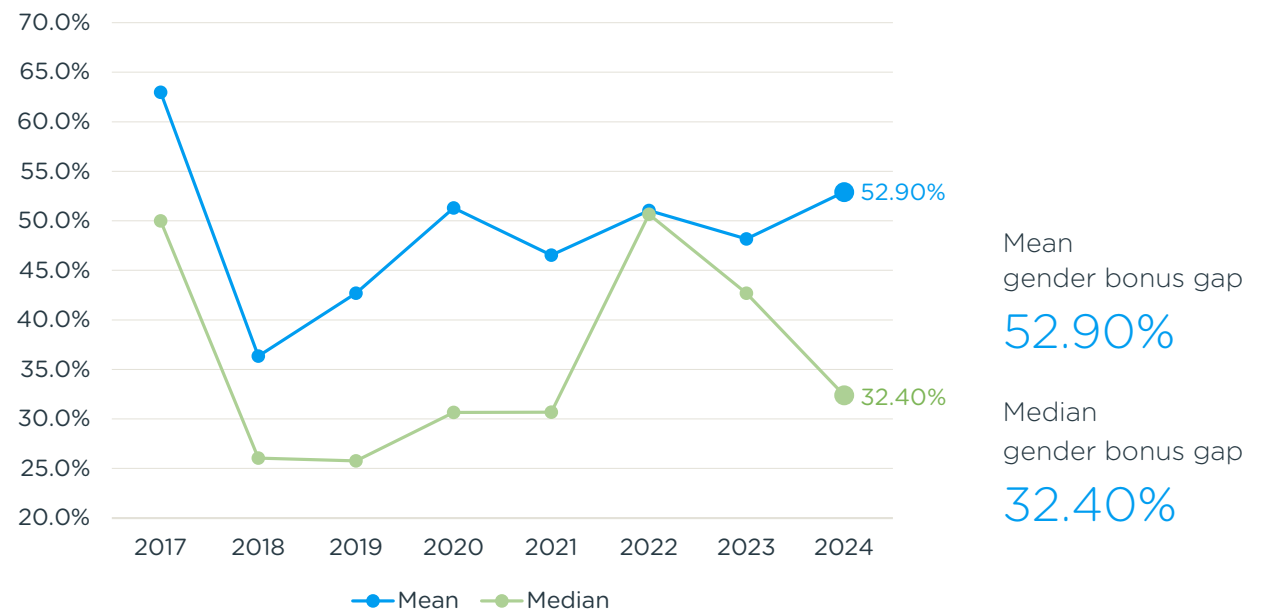
The bonus pay gap continues to fluctuate, with the mean increasing slightly and the median decreasing by 10 percentage points for 2024.

This is the result of two significant changes to bonus payments during this period:

- A number of employees were no longer eligible to receive an annual bonus due to adjustments to align the UK’s annual bonus scheme with Ramboll’s global approach. More women than men were impacted by this change and received an enhanced salary to compensate.
- A new incentive scheme was introduced for employees not eligible for the annual bonus scheme. This meant that, of the bonuses paid during the reporting period, a greater proportion than in previous years were paid to employees in the lower pay quartiles, where we have a better gender balance.

Annual bonuses are typically higher than incentive scheme payments so the introduction of the incentive scheme had the effect of lowering median bonus payment values. However, among the annual bonus receiving population, the reduction in the representation of women contributed to a widening of the mean bonus pay gap.

Gender bonus pay gap



Proportion of employees who received a bonus by gender

	2017	2018	2019	2020	2021	2022	2023	2024
% Women Paid a Bonus	36.36%	88.39%	89.49%	49.0%	47.9%	53.30%	33.94%	23.19%
% Men Paid a Bonus	25.74%	86.48%	89.50%	52.9%	47.7%	52.98%	46.62%	38.13%

Contrasting part-time gender bonus gaps

A higher proportion of part-time employees received a bonus compared to their full-time counterparts, however, it has decreased marginally compared to 2023. Interestingly, both the mean and median gender bonus gaps for part-time employees are significantly lower than for their full-time counterparts and when compared to 2023.

These findings indicate that women within higher pay quartiles are increasingly better represented among the part-time employee population than the full-time population. The much lower median bonus pay gap (6.98%) also suggests that while outlying high bonus payments to men continue to skew the mean part-time bonus pay gap, the part-time population has a more equitable bonus payment distribution between men and women overall.

Mean part-time gender bonus gap

34.06%

Part-time women paid a bonus

32.03%

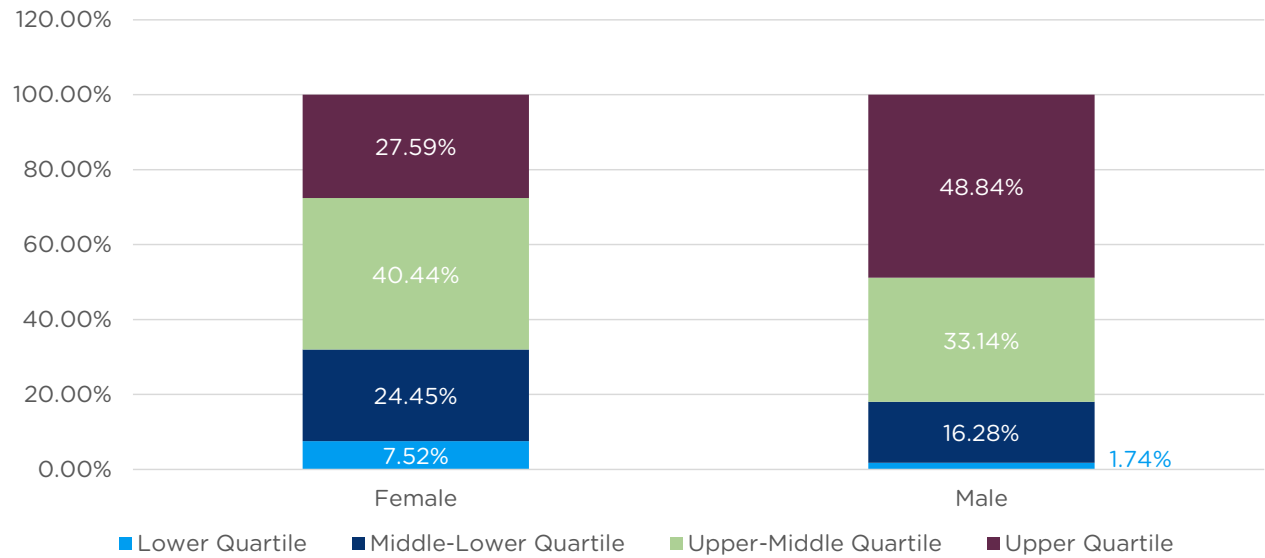
Median part-time gender bonus gap

6.98%

Part-time men paid a bonus

42.11%

Part time employees by gender and pay quartile



UK ethnicity pay gap 2024

About ethnicity pay gap reporting

We are voluntarily sharing our second ethnicity pay gap report based on the pay data of employees who have declared their ethnicity to Ramboll. Important note: In the absence of prescribed government guidelines, our classification system categorises ethnicity as either ethnic minority, or white for the purpose of this analysis. We have excluded any employees from the calculations who have not shared their ethnicity.

The ethnicity pay gap measures the difference between the gross hourly, ordinary earnings of all ethnic minority employees and white employees, irrespective of individual roles, responsibilities, and seniority levels.

Similar to 2023, increased representation in lower pay quartiles is driving growing pay gap.

Between 2022 and 2024, the representation of ethnic minority employees has improved steadily. It is pleasing to see an increase in representation in all except the upper middle pay quartile when compared to 2023. The highest growth in ethnic minority representation was again within the lower pay quartile, which is positive for the future talent pipeline; but has the shorter-term effect of increasing both the mean and median ethnicity pay gaps.

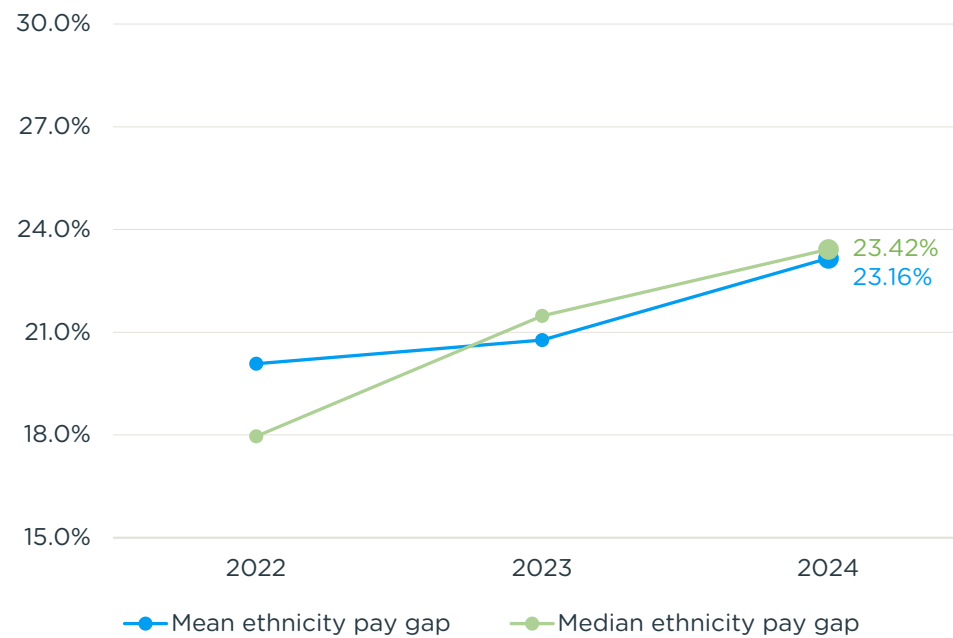
Mean ethnicity pay gap

23.16%

Median ethnicity pay gap

23.42%

Ethnicity pay gap



Ethnic minority representation by pay quartiles

Quartile	2022	2023	2024
Upper Quartile	9.30%	8.57%	9.06%
Upper Middle Quartile	14.56%	15.66%	15.00%
Lower Middle Quartile	24.55%	25.53%	26.17%
Lower Quartile	20.74%	25.44%	28.88%
TOTAL	17.40%	18.83%	19.80%

Increased bonus gap

The ethnicity bonus pay gap data highlights the differences in bonus payments between ethnic minority and white employees. The increased attraction and representation of ethnic minority employees in the lower pay quartiles has adversely impacted the ethnicity bonus pay gap as employees in these quartiles are less likely to receive an annual bonus, and any bonus they do receive will typically be less than the bonuses received in upper pay quartiles. We are committed to implementing measures to address equity in pay and bonus distribution, including supporting ethnic minority colleagues' career growth into senior, higher-paid roles

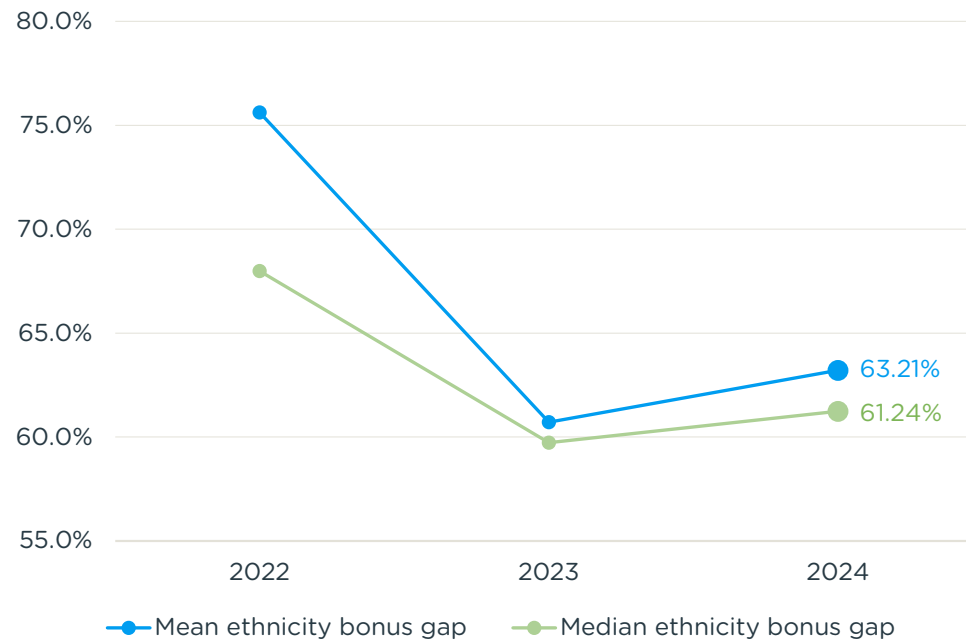
Mean ethnicity bonus gap

63.21%

Median ethnicity bonus gap

61.24%

Ethnicity bonus gap



Proportion of employees who received a bonus by ethnicity

	2022	2023	2024
% Ethnic minority employees paid a bonus	36.00%	31.13%	28.35%
% White employees paid a bonus	51.83%	44.75%	44.12%

What these results mean

Gender pay gap progress and remaining challenges

Our focus has always been on achieving long-term sustainable change – purposeful improvements that will increase the number of women entering, progressing and remaining within Ramboll and the wider industry today and for generations to come. Our latest gender pay gap report shows meaningful progress towards these goals and signals that our efforts to support women into more senior, higher-paid roles are gathering momentum:

- The gender pay gap between men and women has reduced for a fourth consecutive year.
- Female representation has increased in all pay quartiles.
- The largest increase in female representation is in the lower-middle pay quartile, followed by the upper pay quartile, which has seen a 2.42 percentage point increase in female representation.
- A reduction in the median bonus pay gap indicates improvement in equity for the typical or “middle” employee.

Closing the pay gap requires achieving equal representation of women and men across different senior roles and pay levels. At Ramboll, we are encouraged to see increased representation of women, particularly in senior positions. Our aspirations to close the pay gap continue to be challenged by an industry-wide shortage of senior

women, which ensues from historical trends of fewer women studying STEM subjects and entering STEM careers. The recent increase in women pursuing STEM careers is promising, and we are optimistic this positive change will, over time, enrich and gradually lead to a larger pool of female talent. With these developments and our continued focus and commitment to the career development of our current female colleagues, we are confident that these positive changes will help us further narrow the gender pay gap.

Long-term approach prioritised over short-term ethnicity pay gap gains

Voluntarily publishing Ramboll’s ethnicity pay gap data is a vital step in sharing, analysing, and responding to the challenges we face in pursuing racial equality, diversity, and inclusion. The proportion of employees who have shared their ethnicity with us has risen from almost 66% in 2022 to a little over 85.5% in 2024. This is indicative of increased awareness about the importance of tracking progress in representation using data, a feeling of psychological safety among employees, and trust in Ramboll to handle sensitive information appropriately.

Although the ethnicity pay gap has increased, the reason it has grown points towards much more encouraging progress in terms of representation.

As with gender, closing the ethnicity pay gap requires increasing the representation of ethnic minority employees to achieve a similar distribution as white employees at different seniorities and pay levels.

Ramboll has made great progress in increasing the overall representation of ethnic minority employees to a level that is broadly comparable to the UK at a population level. At 16.94% declaration (including those who have not declared) it is above the UK industry standard of 15.2%*. Notwithstanding this progress, we have seen our ethnicity pay gap increase because representation has grown the quickest in the lowest-paying quartile.

We are committed to proactively addressing the growing ethnicity pay gap, ensuring it does not undermine the progress we are making to enhance the representation of ethnic minority employees at Ramboll and across the wider industry. While there is currently a shortage of senior ethnically diverse talent, we firmly believe that investing in entry-level representation and nurturing this talent over time will bring significant long-term benefits.

* Diversity Data Benchmarking Supply Chain School Workforce Profile Data 2024.

Taking action

In this report, we present pay gap data that highlights both our progress in enhancing the representation of women and ethnic minorities and the challenges we, and others in our industry, encounter in closing these pay gaps. Our findings underscore the need to prioritise the acceleration of representation of these groups in more senior, higher-paid roles at Ramboll through targeted initiatives and dedicated support. At the same time, we must continue to inspire new generations to pursue careers in the STEM industry. Achieving these goals requires a bold, unwavering commitment to targeted actions and initiatives designed to attract, develop, and retain diverse talent.

Driven by our Global EDI Centre of Excellence, we have outlined some of the actions, commitments and achievements we have taken to drive forward our EDI agenda below.

[Sunday Times Best Place to Work 2024 and Glassdoor's 50 Best Places to Work 2025](#)

Employees shared their feedback about working at Ramboll as part of the Sunday Times Best Place to Work's confidential and rigorous assessment process, answering questions related to empowerment, reward and recognition, job satisfaction, information sharing, wellbeing, and instilling pride. The survey results secured Ramboll as a Best Place to Work 2024 in the Big Companies category. We received impressive scores across the board. Notably, 92% of respondents recognised Ramboll's commitment to diversity and inclusion. Our overall engagement score was 86%, 15 percentage points above the industry average, signalling that Ramboll is a desirable place to work, offering an exceptional employee experience with a positive working culture we collectively contribute to and

celebrate. Ramboll was also recognised in Glassdoor's 50 Best Places to Work 2025 list for large organisations based exclusively on employee reviews; this reflects our commitment to creating a positive, inclusive workplace culture.

[Inspiring the next generation](#)

In 2024, our STEM employee network contributed more than 1,650 hours to outreach activities aimed at inspiring young people to consider a future within our industry, including 18 work experience placements. This included the delivery of events as part of our partnerships with the Fest Hub and IntoUniversity, which engages with young people from underrepresented groups. Our scholarship programme with Leeds University for ethnic minority students enters its fourth year in 2025 and is currently supporting several students financially. Our partnership with IntoUniversity was a nominated finalist in the Charity Times Awards 2024 in the Corporate National Partnership Champion category, which recognises the impactful work we are doing to equip young people from underrepresented communities for higher education and the workplace. In 2024 Ramboll was awarded Platinum membership of the 5% Club in recognition that above 5% of our workforce have been on Earn & Learn schemes across three consecutive years, with more than 10% on such schemes in the third year.

[Embracing External benchmarks and accreditation](#)

We invested in a new partnership with Clear Assured in 2024, a globally recognised EDI benchmark standard that supports organisations in advancing their EDI strategies and culture. This ensures we align with industry best practices and continue moving toward a more equitable workplace for all employees. Ramboll achieved bronze

accreditation on our first assessment, which speaks to the robust EDI culture and strong practices within our company. We aim to achieve silver accreditation by the end of 2025.

[Engaging employees and facilitating feedback](#) Engaging employees and facilitating feedback is a top priority; in 2024, we introduced a new employee engagement listening strategy OurVoice, which measures employee sentiment quarterly with a focus on EDI and wellbeing. Leaders have access to a comprehensive dashboard to analyse scores, respond to qualitative feedback and develop action plans. In the UK employees positively score their experience of inclusion within Ramboll as 8.8/10. Our leaders hold regular business updates to keep everyone informed about Ramboll's performance, latest news, and initiatives and include opportunities for employees to ask questions or provide feedback, anonymously if they prefer.

[Bolstering inclusive hiring practices](#)

We have introduced widened voluntary data sharing from job applicants, enabling us to closely monitor the success of different groups through our selection processes and identify gaps and barriers to hiring. Our Career Comeback programme is in its fourth year of offering supported opportunities with additional training for those who have taken an extended career break. In 2024 Ramboll was proud to join the Business in the Community (BITC) Opening Doors and Ban the Box initiatives; Opening Doors aims to create inclusive employment practices and pathways for underrepresented groups, and Ban the Box encourages employers to remove the criminal record tick box from application forms to support fair hiring practices.

Fostering a supportive culture

Supporting employees in achieving the right balance of where, when, and how much they work is critical for wellbeing, retention, and career advancement. From day one, Ramboll employees have the right to request flexible and/or reduced hours and are encouraged to work flexibly as standard. Our personalised approach to hybrid working helps employees find the balance between home and office that best suits their role and personal needs. Our eight employee networks play a crucial role in enhancing our EDI inclusive culture: Ability, Early Careers, Gender Balance, LGBT+ Allies, Racial Equality, STEM, Veteran, and Well-being. These networks provide vital support, advocacy, and resources that help foster a sense of belonging and, ensure every voice is heard and valued. In 2024, all Ramboll UK employees undertook mandatory Allyship and Inclusion training, an interactive in-person session designed to inspire discussion and reflection on fostering an inclusive workplace and becoming active allies to others. By equipping and empowering employees with this knowledge, we have strengthened the collective sense of community and accountability within Ramboll.

Engaging with external partners and member organisations

We are amplifying our alignment to the BITC Race at Work Charter, using this as a framework to accelerate our race inclusion agenda. This external commitment underscores our dedication to increasing racial diversity in the workplace and creating an inclusive environment where everyone feels valued and supported. Our partnership with the Association for Black and Ethnic Engineers (AFBE) provides networking, mentorship, and advocacy opportunities for ethnic minority engineers, fostering professional growth and community outreach. We also partner with the Women in Engineering Society and the Business Disability Forum, the latter of which works with employers to create a disability-smart world.

Furthermore, we are proud signatories of the Armed Forces Covenant and have received a Silver Award as part of the MOD's Employer Recognition Scheme for our support for those currently serving, veterans, and their families. In 2024, we have taken positive steps to achieve Menopause Friendly employer status, including menopause awareness training for leaders.

Eliminating Bias from our reward processes

We have structured and transparent promotions and internal career pathways that provide clear guidance and opportunities for career progression. Promotion, performance development plans, and salary review decisions are thoroughly scrutinised to achieve equitable outcomes that do not disproportionately impact any underrepresented group. In the UK, we will voluntarily align with the forthcoming European Pay Transparency regulations when they come into effect across the EU as we recognise the role these regulations can play in addressing equity.

Prioritising diversity in our talent planning processes

Our rigorous talent review and succession planning processes include a focus on diverse representation at director-level roles and above. We actively promote and support the advancement of individuals from underrepresented groups, ensuring that our leadership pipeline reflects our commitment to EDI.

Mentoring and leadership development

We are committed to supporting career growth and empowering individuals through a variety of mentoring programmes and leadership development initiatives. Our leadership development programmes have fair representation of underrepresented groups including women and ethnic minority talent, providing them with the tools and opportunities to advance into future

leadership roles to thrive professionally and achieve their full potential. We have seen participation in leadership development contributed to the career advancement of underrepresented groups and we will continue to ensure they are included proportionately in future programmes.

Measuring our progress and the use of demographic data

The availability of accurate, real-time demographic data is essential for effective monitoring and reporting on the impact of our EDI initiatives and for identifying priorities. We utilise advanced EDI dashboards to analyse anonymised and aggregated demographic data and guide our strategy to ensure meaningful progress is made. In 2024, we enhanced data sharing through our hiring process, and in 2025, we are launching a global campaign to encourage employees to share more demographic information, such as carer and disability status.

Family leave and safeguarding our people

We are committed to reviewing our provisions and ensuring compliance with new legislation, including neonatal leave and sexual harassment protections in 2025. Ramboll provides company-enhanced maternity pay and coaching for employees taking extended family leave. These measures ensure that our employees are well-supported throughout transitional periods with a focus on their wellbeing.

This document specifically discloses Ramboll UK gender and ethnicity pay gaps as of 5 April 2024. We confirm that the information and data provided in this report is accurate and the information concerning the gender pay gap is in line with the requirements of the UK Equality Act 2010 and Gender Pay Gap Information Regulations 2017.

Appendix 1: About this report

This report is calculated using payroll data for regular salary and allowance payments. It is based on Ramboll's UK payroll data from 5 April 2024.

- This data is based on a disclosure rate of 100% for gender. The legal, binary declaration of gender made for payroll purposes was used for the calculation of gender pay and bonus gaps.
- For ethnicity, the data encompasses employees who have disclosed their ethnicity to Ramboll. In the absence of prescribed government guidelines on how to report the ethnicity pay gap, our classification system categorises ethnicity as either ethnic minority, or white for the purpose of this analysis. We have excluded any employees who had not shared their ethnicity from the calculations. Our disclosure rate for ethnicity is 85.59%.
- Part-time workers are defined as anyone working less than the standard 37.5 hours working week.
- The in scope population is all UK directly employed as permanent or temporary employees. This data excludes self-employed contracts and agency workers, which is in line with the definition of "employee" under the Regulations and the Employment Equality Act 1998.
- Calculation of pay and bonus: pay which is gross pay (before deductions at source, e.g. income tax) including normal salary, overtime, allowances, shift premiums, sick pay, and salary top ups. Bonus pay for reporting purposes is gross pay including monetary bonuses, vouchers, securities, incentives but excluding redundancy pay and termination of employment payments
- Employees on paid leave or income protection (including annual leave, family leave, sick leave etc.) are included within the calculations as if the employee was not on leave; periods of unpaid leave during which the employee received no pay are excluded from the calculations; and calculations involving employees subject to income protection arrangements are based on actual hours worked and pay received from the employer.

Appendix 2: Reporting tables

5 April 2024 for England, Wales and Scotland - Ramboll UK Limited
 Statutory disclosure required for gender pay gap reporting purposes

	Mean	Median
Difference in hourly rate of pay	18.60%	20.70%
Difference in bonus pay	52.90 %	32.40%

Proportion of female employees who received a bonus	23.19%
Proportion of male employees who received a bonus	38.13%

Proportion of females & males in each quartile pay band	Females	Males
Lower Quartile	46.50%	53.50%
Lower middle quartile	43.70%	56.30%
Upper middle quartile	32.60%	67.40%
Upper Quartile	20.90%	79.10%