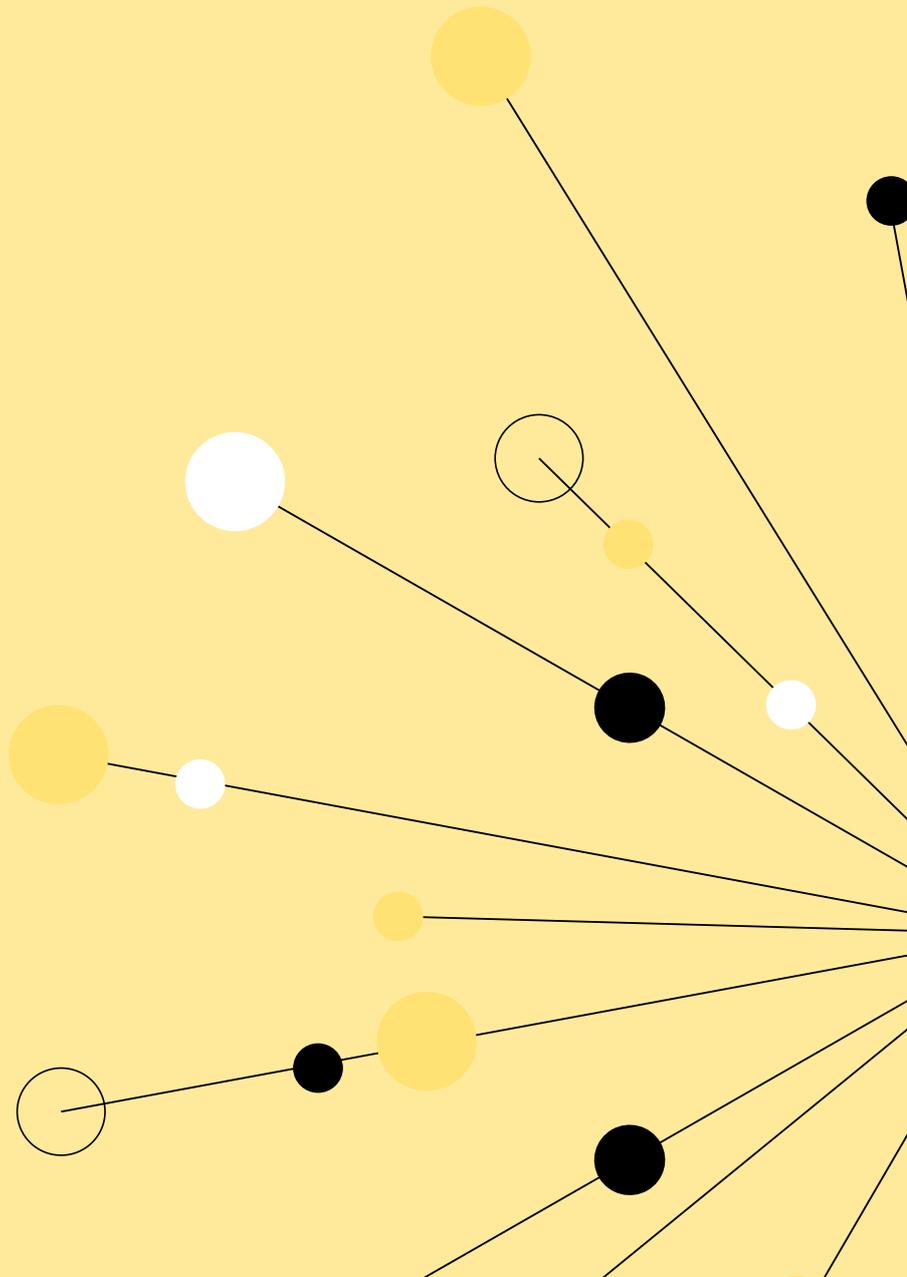# Gender Pay Gap Overview

March 2026

Introduction

At QA, we are committed to ensuring that everyone is paid fairly for the work they do and that gender is never a factor in determining an individual's salary. Our goal is to achieve balanced gender representation across our Career Framework job families and levels, supported by robust and transparent pay practices.

A range of considerations influences pay decisions, including an employee's experience, qualifications, and performance. These factors naturally lead to differences in pay between individuals. However, we remain focused on eliminating any differences that may arise from gender and continue to invest in evidence based approaches and benchmarking tools to help us reduce our gender pay gap over time.

This Gender Pay Gap report covers the 2025 reporting period, which runs from April 2024 to April 2025. The analysis is based on pay data for 1,740 employees in April 2024, in line with mandatory reporting requirements. Employees who did not receive full pay during the snapshot period have been excluded. The dataset includes all QA roles across all job levels, along with their corresponding pay and bonus data.

We report separately on the two legal entities within the Group:
QA Ltd and QA Higher Education Ltd.

QA

QA Ltd is a leading provider of technology, digital and human skills training, delivering courses, apprenticeships and workforce transformation solutions to organisations and learners across the UK and beyond

Within QA Ltd, 1,650 employees were in scope for the gender pay gap analysis: 725 women and 925 men.

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Pay Gap

Pay Gap Explanation

The gender pay gap shows the difference in average hourly pay between men and women across the organisation and is reported using both the median and the mean. The median pay gap compares the middle point of hourly pay for men and women, providing a clear picture of typical earnings.

The mean pay gap reflects the overall average and can be influenced by the distribution of roles at different pay levels.

These measures do not compare pay for people doing the same job but instead highlight how men and women are represented across the organisation and the roles in which they work.

	2025	2024	2023	2022
Median	16%	13%	12%	10%
Mean	17%	14%	14%	12%

Pay Quartiles

Year-to-year changes within the pay quartiles

Pay quartiles are created by ranking all employees by their hourly pay from lowest to highest and then dividing this list into four equal groups, with each group representing 25% of the workforce.

These groups are known as the lower, lower middle, upper middle and upper quartiles. Reporting on the gender balance within each quartile helps us understand how men and women are distributed across our pay structure.

Year	Lower (Women)	Lower (Men)	Lower Middle (Women)	Lower Middle (Men)	Upper Middle (Women)	Upper Middle (Men)	Upper (Women)	Upper (Men)
2025	64%	36%	49%	51%	41%	59%	34%	66%
2024	59%	41%	42%	58%	40%	60%	35%	65%
2023	52%	48%	42%	58%	42%	59%	33%	68%
2022	45%	55%	43%	57%	39%	61%	31%	69%

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Bonus Pay Gap

Illustrates the difference in the average bonus payments received by male and female employees, expressed as a percentage.

Where there is a negative percentage, this indicates that women receive a larger bonus than men.

	2025	2024	2023	2022
Median	50%	-29%	-36%	0%
Mean	21%	6%	9%	20%

Bonus Proportion

Illustrates the proportion of the total male and female workforce who received a bonus.

Year	Female	Male
2025	20%	21%
2024	39%	44%
2023	36%	39%
2022	88%	95%

Summary

Our 2025 gender pay gap results reflect a familiar pattern: women remain more heavily represented in our lower pay quartiles, while men continue to make up a larger share of higher-paid roles.

This structural imbalance is the primary driver of both our 16% median and 17% mean pay gaps for the year. Bonus outcomes vary from year to year, but in 2025 we see a median bonus gap of 50%, influenced by differences in role distribution and bonus eligibility across the organisation.

Overall bonus participation remains broadly similar between men and women.

While progress is steady, reducing our gender pay gap requires continued focus on representation at all levels of the business. We remain committed to evidence-based decision-making, transparent pay practices, and long-term initiatives aimed at developing, progressing and retaining women across all career pathways.

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