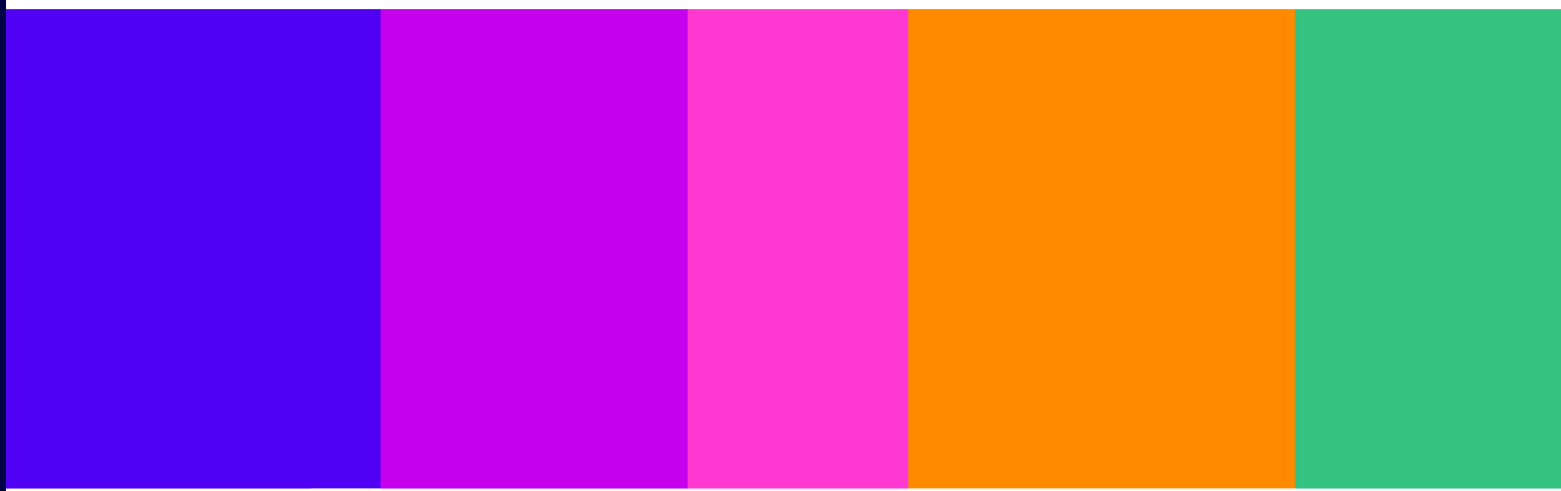




Ofcom Pay Gap report 2024/25

Report

Published 10 December 2025



Overview

Our One Ofcom aim is to foster a welcoming workplace - one where every individual's skills and contributions are valued and respected and where people from of all backgrounds have equal opportunities to succeed in their career. Since launching our Diversity and Inclusion (D&I) strategy in 2021, we have made significant progress in delivering on the ambitious workforce goals we set and in 2026 we will launch our new D&I strategy which will set-out our priorities for the coming years.

As part of our commitment to transparency, Ofcom has been publishing gender pay gap data since the introduction of reporting requirements in April 2017. In addition, we have taken proactive steps to go beyond statutory obligations by reporting our ethnicity and disability pay gaps. Our focus is not just on publishing data, but on taking action to address inequalities when it comes to factors that widen pay gaps. In 2025, we're pleased to share that the median gaps across gender, ethnicity, and disability have continued to narrow, reflecting the positive impact of our sustained efforts toward equity.

We are pleased to see a reduction in our pay gaps, but we know there's more work to be done. We're proud of the progress made, while acknowledging that some barriers remain. Our aim is to create a diverse and representative workforce that reflects the communities we serve and we are committed to achieving this and driving meaningful change for colleagues at every level in our organisation.

Over the coming year, we will continue to build on the work already started to enhance our culture. This includes evolving our pay framework which underpins our commitment to ensuring fair and equitable pay and launching our new D&I Strategy.

Jessica Hill

People Culture & Workplace Director



Ensuring consistency in the way we pay and reward colleagues

Since April 2017, UK employers with more than 250 employees have been legally required to calculate and publish annual data on their gender pay gap. This metric highlights the difference in average earnings between male and females across an organisation.

Whilst both gender pay gap and equal pay relate to fairness in compensation, they address distinct issues. Equal pay refers to the legal obligation to pay men and women the same for doing identical or equivalent work, regardless of job title or level. However, an organisation can comply fully with equal pay legislation and still report a gender pay gap if women are disproportionately represented in roles that are lower-paid or less senior.

Our reporting covers all employees and all components of pay, in accordance with government guidelines. Bonus pay gap figures reflect both annual bonus awards and recognition payments made throughout the year, in Ofcom that is our peer-to-peer recognition scheme.

In addition to analysing gender pay gaps, Ofcom continues to go beyond its legal responsibilities by analysing its colleague pay and remuneration information for potential ethnicity and disability pay gaps. Ethnicity pay gaps measure differences between white and minority ethnic colleagues' pay. Disability pay compares colleagues with a disability to those who do not. In Ofcom, colleagues self-identify as having a disability, in line with the Equality Act 2010. A disability is defined as a physical or mental impairment that has a substantial and long-term impact on a person's ability to carry out day-to-day activities, this includes both visible and non-visible disabilities. We want to ensure that all colleagues who need support and adjustments are recognised, included and valued.

Mean and Median

Mean

The MEAN pay gap figure is calculated using the average hourly rate of pay (or bonus value) of all the men and all the women (or of the different categories we compare) – the pay gap is the difference between those two figures.

Median

The MEDIAN pay gap figure is calculated using the mid-point hourly rate of pay (or bonus value) of all the men and all the women (or of the different categories we compare), i.e. where half earn more, and half earn less – the pay gap is the difference between those two figures.

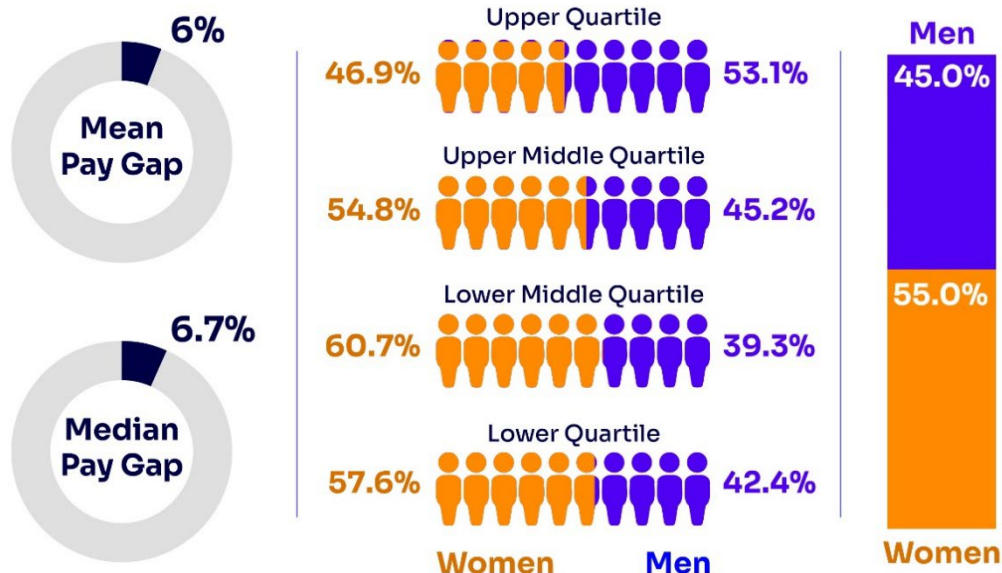
Our results

2025 has seen further sustainable and consistent reduction in our median pay gaps.

Our median gender, ethnicity and disability pay gaps have continued to narrow. Our median gender and disability bonus¹ gaps are currently nil and our ethnicity median bonus gap decreased by 0.2 percentage points since last year.

Gender pay gap

The median gender pay gap is 6.7%, which is 3.6 percentage points lower than last year. This is below the median gender pay gap for all UK organisations (12.8%) and closer to the Civil Service position (6.4%). Our decrease in median pay gap is driven by the shift in organisation gender mix at the most senior and junior grades. Our mean pay gap has decreased by 1.3 percentage points to 6.0% in 2025.

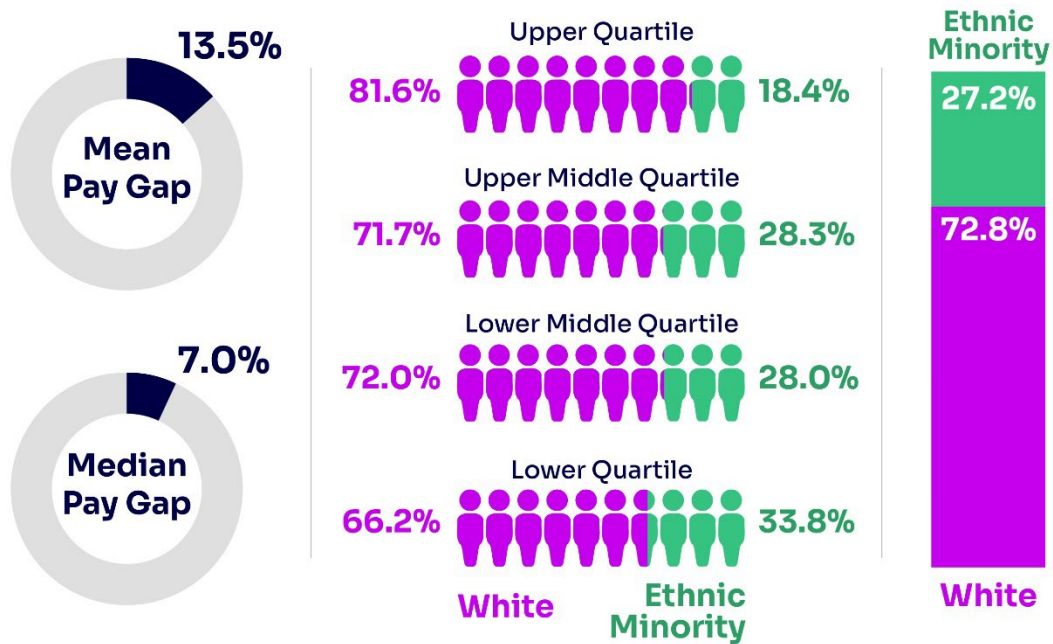


¹ The bonus figures include an annual organisation wide bonus, awarded to colleagues if Ofcom achieves its organisational priorities, and individual rewards made through our colleague recognition scheme.

Ethnicity pay gap

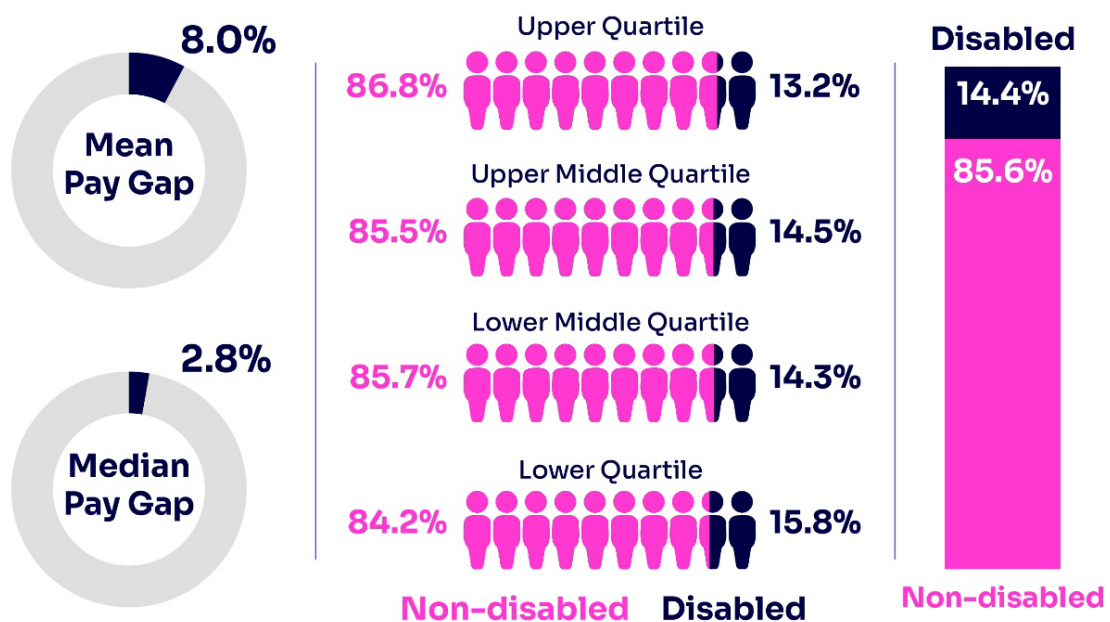
Our mean ethnicity pay gap has increased slightly by 1.1 percentage points to 13.5% in 2025, while the median ethnicity pay gap has decreased to 7.0% (compared to 8.0% last year). This increase is a result of starters and leavers in the organisation during the past twelve months, while the primary driver for the size of the gap continues to be the relative levels of representation.

Our ethnicity median bonus gap has decreased by 0.2 percentage points to 8.1%.



Disability pay gap

The mean disability pay gap has reduced by 2.7 percentage points to 8.0%. The median disability pay gap is now 2.8% and lower than last year (3.5%). This is driven by fluctuations in our starters and leavers during the last twelve months.



Managing the gap

Our One Ofcom aim is to have a thriving and inclusive workplace and reducing pay gaps is an important step in achieving this. Whilst we recognise that there is no quick fix to overcome inequalities that different groups face in society and in the workplace, we can ensure that we are aware of the disparities and put in place actions to address them.

Our interventions include:

- Further embedding our colleague voice through deeper working with our recognised trade union Prospect and internal Colleague Forum to ensure all colleagues opinions are heard to shape the way Ofcom works, particularly those from underrepresented groups.
- Continuously improving our end-to-end recruitment process by building on the positive impact we have seen by mandating inclusive hiring training. This has raised awareness of decision-making biases and provided tools to overcome it. It has also ensured diversity on interviewing panels for all roles to support with fair decision-making.
- Continuing to recognise the benefits of flexible working to support colleague wellbeing, work life balance and accessibility of work.
- Our pay framework is a key enabler to Ofcom's new D&I strategy, by ensuring transparent and equitable reward practices that support representation and belonging.
- Insights from pay reporting will inform targeted actions within the D&I strategy, enabling measurable progress and reinforcing our commitment to systemic change.
- Continuing to invest in around 20 schools with higher proportions of students from lower socio-economic backgrounds, to educate hundreds of students about apprenticeships, career pathways, skills and the apprenticeship vacancies we have at Ofcom. Supplemented with Insights Days, Skills Bootcamps and a trained Ofcom mentor to support them as they prepare for one of our assessment centres or a career elsewhere.

Appendices

Colleague Demographics

In accordance with the Public Sector Equality Duty, this report sets out Ofcom’s colleague diversity profile as at 31 March 2025. Publishing this information supports our duty to consider equality in how we work and to take steps that promote fairness and inclusion. These insights inform our new Diversity & Inclusion strategy and help us track progress against our ambitions, ensuring accountability and continuous improvement in creating a representative and inclusive workplace.

Diversity at Ofcom 2024/25

This is an update on the diversity profile of colleagues at Ofcom. When colleagues join Ofcom we require them to complete a diversity monitoring form, including the option ‘prefer not to say’, and to review their information periodically or when details need to be updated. Data in this report is based on information provided by colleagues.

2021 – 2026 Ofcom Diversity and Inclusion Strategy Targets Update

This update sets out our progress during the current 5-year strategy and our current performance against each of our three 2021-2026 diversity targets. It should be noted that while Ofcom’s new duties have brought about significant change in the organisation’s total headcount (31 March 2021: 1056 vs 31 March 2025 1643), the number of colleagues employed at Senior Levels (Principal and Senior Management Specialist (SMS) grades) has not increased as significantly (31 March 2021: 288 vs 31 March 2025 363). As such, our senior level percentages are representing much smaller numbers of colleagues, and individual colleague career and life decisions (e.g. opportunities external to Ofcom, retirement) can cause fluctuations in the representation percentages over time.

Table 1: Strategy targets and organisational progress to date

	31 March 2026 Target	31 March 2021 Actual	31 March 2025 Actual	30 September 2025 Actual
Women at Senior Levels	Equal (48-52%)	44.4%	48.2%	48.9%
Minority Ethnic Colleagues at Senior Levels	16%	11.8%	15.4%	14.3%
Disabled Colleagues	15%	12.6%	11.9%	15.5%

2025 Ofcom Colleague Diversity Profile

This report fulfils part of our duties under the Equality Act 2010 and informs our approach to equality and diversity. The Equality Act 2010 replaced the previous ethnicity, disability and gender equality duties, creating a single equality duty which was extended to cover nine protected characteristics. The protected characteristics are: age; disability; ethnicity (referred to as 'race' in the Act); sex; gender identity (referred to as 'gender reassignment' in the Act); marriage and civil partnership; pregnancy or maternity; religion or belief; and sexual orientation.

We do not have sufficient information to publish reliable data in the areas of gender identity, marriage and civil partnership and pregnancy or maternity.

Table 2: Our Colleague Diversity Profile

Characteristic		31 March 2024 Actual	31 March 2025 Actual	30 September 2025 Actual
Sex	Men	46%	45%	44%
	Women	54%	55%	56%
Ethnicity	White ethnic backgrounds	70%	70%	70%
	Minority ethnic backgrounds	26%	27%	27%
	Asian ethnic backgrounds	13%	14%	14%
	Black ethnic backgrounds	7%	7%	7%
	Mixed ethnic backgrounds	4%	4%	4%
	Other ethnic backgrounds	2%	2%	2%
	Prefer not to say	3%	3%	3%
	No Data	0%	0%	0%
Age	Under 30	24%	23%	24%
	30-39	31%	31%	31%
	40-49	24%	24%	24%
	50-59	17%	17%	17%
	50+	22%	21%	21%
	60+	5%	5%	5%

Characteristic		31 March 2024 Actual	31 March 2025 Actual	30 September 2025 Actual
Religion or belief	Religious	42%	41%	42%
	Christian	27%	27%	28%
	Muslim	6%	6%	6%
	Hindu	3%	4%	4%
	Jewish	2%	1%	1%
	Sikh	1%	1%	1%
	Buddhist	1%	1%	1%
	Other religion/faith	2%	2%	2%
	Not Religious	46%	46%	46%
	Prefer not to say	10%	10%	10%
	No Data	3%	2%	1%
Disability	Disabled	12%	12%	16%
	Not Disabled	69%	71%	73%
	Prefer not to say	9%	9%	8%
	No Data	10%	8%	3%
Sexual Orientation	Heterosexual	78%	78%	78%
	LGB	9%	9%	9%
	Lesbian/Gay	4%	4%	4%
	Bisexual	5%	5%	5%
	Other	0%	0%	1%
	Prefer not to say	10%	11%	11%
	No Data	3%	3%	2%