



Gender Pay Gap Report 2025

March 2026

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This report sets out the gender pay gap data from Diamond Light Source, taking a snapshot date of 5th April 2025

Diamond strives to provide an inclusive and collaborative environment in which employees can thrive. As an organisation operating within public sector pay frameworks, our approach to reward is governed by established pay structures and oversight arrangements. Within this framework, we remain committed to developing practices, policies and a culture that contributes to the sustainable reduction of the gender pay gap at Diamond. Over recent years, we have taken considered and evidence-based action which has enabled us to gradually narrow our gender pay gap while maintaining organisational stability and delivery.

Our approach is aligned to our vision, strategy and Diamond's core organisational values of Respect, Excellence, Collaboration, Integrity and Innovation.

Our Vision

Diamond is a world leading science facility/synchrotron, driving and supporting scientists at UK universities and research institutes. As a cornerstone of a world-class site for scientific research, discovery and innovation, Diamond plays a central role in the UK's research and development landscape.

Our Core Values

Diamond strives to be a fulfilling and engaging place to work where all staff feel pride, are valued and recognised for the contribution they make towards 'Team Diamond' and the achievement of our pioneering vision for science in the UK.

Gender pay gap is the difference between the average rates of pay for men and women across an organisation. It reflects broad trends in employment and salary distribution, rather than comparing individuals undertaking the same role.

It is not the same as equal pay, which is the legal requirement to pay men and women the same rate for equal work.

All UK employers with more than 250 employees are required by law to publish annual gender pay gap data. The Office for National Statistics highlights that a significant proportion of the national gender pay gap is influenced by occupational distribution and working patterns, including the concentration of women in particular sectors and roles.

What drives our gender pay gap?

As in previous years, the principal driver of Diamond's mean and median gender pay gap remains the under-representation of women within the science, engineering and software professions from which we predominantly recruit. National workforce data indicates that women comprise approximately a quarter¹ of the UK STEM workforce, reflecting the continued gender imbalance across many core scientific and technical disciplines. This structural distribution influences workforce composition across the sector and is reflected in the available talent pipeline.

While this broader context shapes the external labour market, Diamond operates within structured grading and pay arrangements which are applied consistently across the organisation. Within this framework, we remain accountable for ensuring that pay and progression decisions are fair, transparent and evidence based. We are committed to equitable reward practices and have undertaken formal Equal Pay Audits since 2021 to provide independent assurance that men and women performing equal work are paid equitably. The findings of our most recent audit confirm a low overall equal pay risk profile, with targeted actions in place where variances require review.

Factors affecting our 2025 gender pay gap report

At the snapshot date of 5th April 2025, women represented 23.4% of our workforce. This reflects a marginal change compared with the previous year and continues to mirror the structural composition of the science and engineering sector from which we predominantly recruit.

Our mean gender pay gap has reduced to 7.13%, demonstrating continued progress and remaining below wider UK benchmarks. The median pay gap has also reduced to 10.44%, indicating sustained narrowing across the pay distribution.

National data continues to show that women are under-represented across technical and digital occupations². The Government's Diversity in UK Tech publication highlights that women remain significantly under-represented in core technology roles, and the launch of the Women in Tech Taskforce reflects the national focus on improving representation and progression in these sectors³. Diamond operates within this wider labour market context while maintaining clear accountability for the fairness and transparency of its own pay and progression practices.

¹ <https://www.wisecampaign.org.uk/workforce-data/>

² <https://www.gov.uk/government/publications/diversity-in-uk-tech/diversity-in-uk-tech-executive-summary>

³ <https://www.gov.uk/government/news/launch-of-women-in-tech-taskforce>

Bonus Pay Gap

The mean bonus gender pay gap for 2025 is –20.96% and the median bonus gender pay gap is –23.08%. This indicates that, in this reporting year, the average and median bonus values were higher for women than for men.

Bonus eligibility remains high and closely aligned across genders, with 86.7% of women and 87.98% of men receiving a bonus. This demonstrates that access to non-consolidated payments is broad and applied consistently across the organisation.

The 2025 outcome reflects the distribution of roles and the value of individual awards at the snapshot date. Given that women represent 23.4% of the workforce, variations in the value of awards can have a proportionate impact on the overall mean and median figures from year to year.

Diamond operates within structured grading arrangements and public pay remit controls, which govern base salary progression. Non-consolidated payments recognise contribution within those established frameworks. The bonus pay gap in this reporting period reflects the pattern of awards made during the year and does not indicate any structural change to the operation of our reward framework.

Equal Pay assurance

Alongside statutory gender pay gap reporting, Diamond continues to undertake formal Equal Pay Audits to provide independent assurance that men and women performing equal work are paid equitably.

The most recent Equal Pay Audit (January 2026) followed the five-step process recommended by the Equality and Human Rights Commission and identified an overall base salary gender pay gap of 6.7%, with 4.2% attributable to differences in pay between individuals within the same grade. The audit confirmed that the overall risk of equal pay liabilities is low, with specific grades identified for further review in line with EHRC best practice. An action plan is in place to ensure that any differences above the recommended 3% threshold are examined and objectively justified where appropriate.

The audit also found no areas of concern in relation to ethnicity or disability pay gaps. This independent review provides additional assurance that while structural representation influences the gender pay gap, Diamond's pay policies, grading framework and Competency Recognition Framework are applied consistently and with appropriate governance oversight.



Pay quartiles and progression

Our 2025 pay quartile data continues to reflect the overall gender composition of the organisation. While women remain under-represented in the upper quartile, consistent with sector-wide patterns in science and engineering roles, the reduction in the median pay gap suggests incremental movement within the pay structure.

We remain focused on sustainable progression pathways, leadership development and equitable access to advancement opportunities to improve representation at senior levels over time.

What else are we doing to close the gap

Closing the gender pay gap requires sustained, organisation wide action that strengthens capability, leadership and long-term institutional resilience. During 2025 we have continued to embed inclusion as a strategic priority across recruitment, development and progression.

Our approach focuses on:

- Continuous strengthening inclusive recruitment practices to broaden participation in technical and scientific roles, including reviewing outreach, role design and language to ensure that opportunities attract the widest possible talent pool
- Supporting career progression through structured development pathways, leadership coaching programmes, and professional qualifications to increase female representation in senior and specialist roles

- Enhancing retention through robust maternity, return to work and flexible working support, recognising the importance of maintaining career continuity within research environments
- Embedding inclusive leadership expectations through Values and Behaviour training and ongoing leadership engagement
- Maintaining active oversight through our Research Culture and governance structures to ensure that pay, grading and reward decisions are evidence based and consistently applied
- Engaging staff networks and working groups to inform policy development and ensure that progression initiatives are grounded in lived experience

These actions are designed not as short term interventions but as part of a sustained strategy to strengthen organisational capability, attract and retain world class talent and ensure that our reward framework supports excellence and fairness in equal measure.

As a world leading research facility operating within structured pay frameworks, Diamond remains committed to ensuring that pay, progression and recognition practices are transparent, robust and aligned with best practice governance standards. While the national STEM talent pipeline continues to influence workforce composition, we are focused on driving measurable and sustainable improvement within the scope of our organisational control.

Sustained progress since 2020

Diamond's commitment to closing the gap in a sustainable and equitable pragmatic and strategic approach is evident in the clear and consistent narrowing of both the mean and median gender pay gaps. This sustained improvement reflects deliberate and evidence-based organisational focus on inclusive workforce development and reward practices.

Between 2020 and 2025, Diamond's mean gender pay gap has moved from double-digit levels to 7.13% in 2025, while the median gender pay gap has reduced to 10.44% in the same period.⁴ This long-term trend of year-on-year improvement demonstrates that Diamond's approach to attraction, retention and progression is contributing to a gradual reduction in pay disparities despite the broader context of representation challenges in STEM.

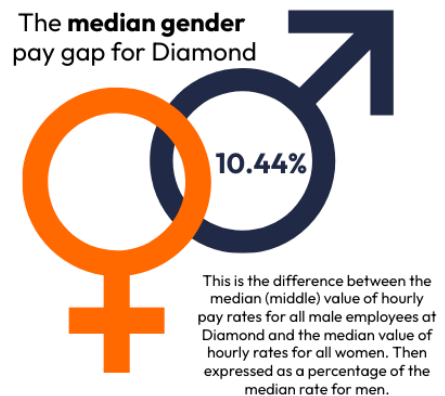
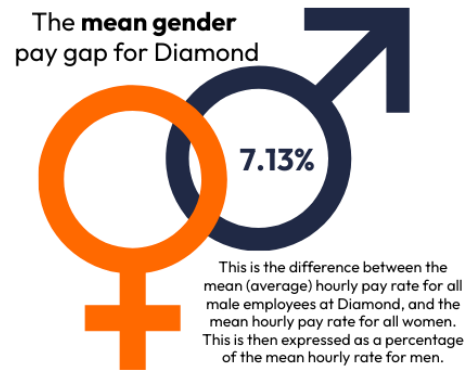
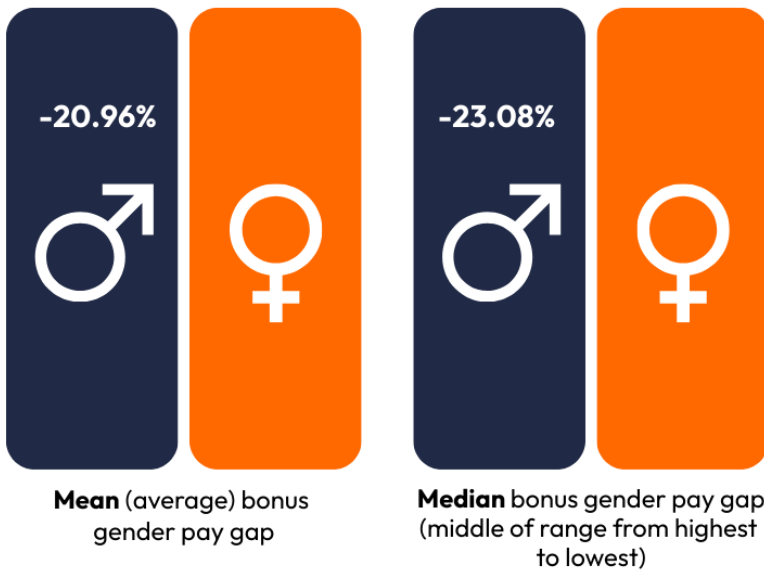
The consistency of progress over multiple reporting cycles provides governance assurance and signals Diamond's strategic commitment to equitable practices and to attracting, retaining and developing women in STEM.

⁴ <https://gender-pay-gap.service.gov.uk/employers/4111>

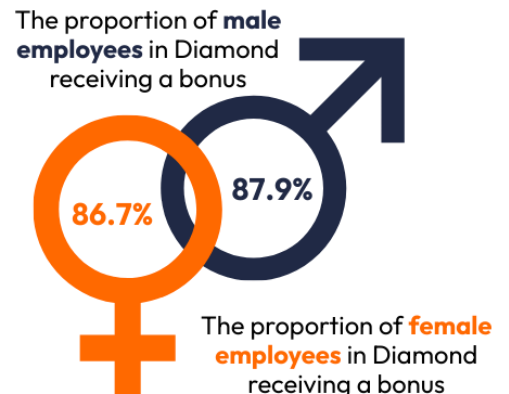
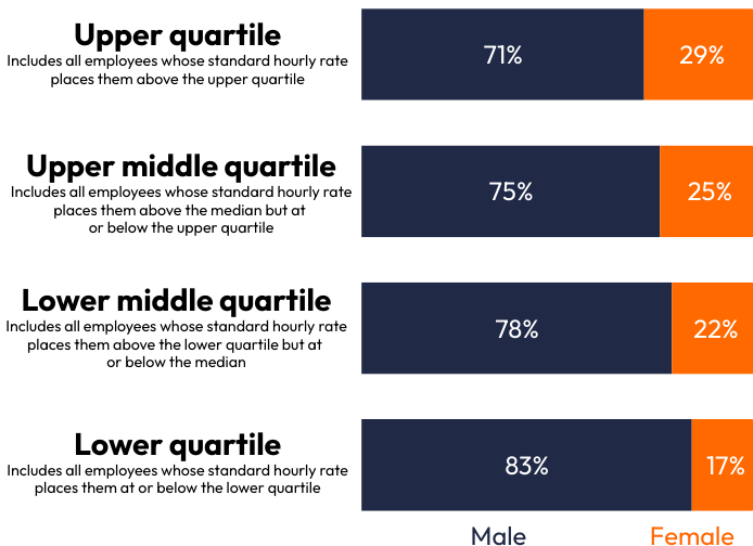


Our gender split of employees* is **76.6% male** and **23.4% female**

*Based on 829 employees as at 5th April 2025



Pay quartiles by gender



The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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