

People and Resources Committee

Meeting Date	12 March 2026
Title	Gender, ethnicity and disability pay gaps 2025
Author(s)	Fatma Ali, Head of HR & OD
Executive Sponsor	Alastair Bridges, Executive Director of Resources
<p>Executive Summary</p> <p>Enclosed are the HCPC's 2025 gender, ethnicity and disability pay gap reports, a mandatory annual disclosure for employers with 250 or more employees under legislation enacted in April 2017. While there is not yet a legal obligation to report ethnicity pay gaps, for the past five years, the HCPC has voluntarily disclosed this information in alignment with our commitment to placing equality, diversity, and inclusion at the core of our organisational values. In addition, for the second year, the HCPC has decided to report on its disability pay gap ahead of potential changes to the legislation.</p> <p>Gender pay gap</p> <p>The gender pay gap (GPG) is the hourly pay difference between female and male colleagues. It can be measured in different ways.</p> <p>The HCPC's mean pay gap is 15.7% (16.5% in 2024). The median (the midpoint in the range of all the different salaries we pay) is 14.3% (13.4% in 2024).</p> <p>Ethnicity pay gap</p> <p>The mean ethnicity pay gap (EPG) is 27.8% (28% in 2024), with a median gap of 23.9% (21.1% in 2024).</p> <p>The main factor contributing to the ethnicity pay gap is the uneven distribution of employees from ethnic minority backgrounds across different pay bands, resulting in a higher concentration in lower bands and a lower representation in higher bands.</p> <p>Disability pay gap</p> <p>The mean disability pay gap (DPG) is 1.7% (12.8% in 2024), with a median gap of 2.8% (10.2% in 2024). According to Office of National Statistics, the disability pay gap in the UK was 12.7% in 2023¹ and has remained broadly stable between 2014 and 2023.</p>	

¹ As of yet, the ONS has not published data beyond 2023.

Action required	The Committee is asked to consider and approve the proposal or recommendation.
Previous consideration	Previous annual reports have been reviewed by the Executive Leadership Team (ELT) and the People and Resource Committee prior to publication.
Next steps	<p>The report will be published on the government website prior to 4 April 2026.</p> <p>Further actions on how to reduce the HCPC pay gaps have been planned for and these will be reviewed in line with the people strategy, equality diversity and inclusion (EDI) action plan and departmental workplans.</p>
Financial and resource implications	Actions for this year have been included in 2026-2027 work plan and associated budget.
Associated strategic priority/priorities	<p>Build a resilient, healthy, capable and sustainable organisation</p> <p>Be visible, engaged and informed</p> <p>Continuously improve and innovate</p>
Associated strategic risk(s)	<p>5.b Our organisational values are not reflected at all levels of the organisation, leading to staff not feeling supported/trusted/listened to</p> <p>5.a The resources we require to achieve our strategy are not in place or are not sustainable</p> <p>4. We are unable to effectively build trust, engage with and influence our stakeholders, reducing our ability to understand their perspectives and regulate effectively</p>
Risk appetite	<p>People - open</p> <p>Compliance - measured</p>
Communication and engagement	<p>The report will be published on the government website prior to 4 April 2026.</p> <p>The report will also be published on the HCPC website.</p>
Equality, diversity and inclusion (EDI) impact and Welsh language standards	The pay gap report supports the HCPC's commitment to transparency and to advancing equality, diversity and inclusion by monitoring differences in pay across protected characteristics (gender, ethnicity and disability). The findings provide insight into workforce representation and progression and will inform ongoing actions to address any identified disparities. The report also supports the organisation in meeting its duties under the Equality Act 2010 and the Public Sector Equality Duty. There are no specific implications in relation to the Welsh language standards.

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Other impact assessments	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

HCPC gender, ethnicity and disability pay gaps report 2025

Foreword

Welcome to the HCPC's gender, ethnicity and disability latest pay gaps report which shows our pay gap position as at April 2025. Our commitment to equality, diversity, and inclusion (EDI) is integral to our vision of being recognised as an organisation that champions best practices in equality, diversity, and inclusion. This vision aligns with our [corporate strategy 2021-26](#) and our values, which have EDI at their core.

EDI is fundamental to the HCPC's role as a high-performing, compassionate regulator, ensuring public protection through evidence-based regulation. In this report, we provide an analysis of our gender, ethnicity and disability pay gaps. This data is presented for the snapshot date of 5 April 2025, covering 332 employees for gender pay gap reporting. We adhere to the government's gender pay gap reporting requirements for all HCPC employees.

Our reporting on ethnicity and disability pay gaps goes beyond legal requirements, in line with our commitment to transparency and our strategic ambitions. Analysing and publishing data on ethnicity and disability, alongside gender, pay gaps allows us to identify areas for improvement and contribute to important discussions on challenges faced by ethnic minority and disability communities within the workforce.

Our ambition, as outlined in our [people strategy](#), is to reduce our ethnicity and disability pay gap and maintain a minimal gender pay gap. To achieve this, we will closely monitor our key performance indicators (KPIs) and measure the impact in alignment with our people strategy.

There is more for us to do, but I am pleased that the data shows a decrease compared to the previous year in the mean pay gaps for gender, ethnicity and disability.

Thank you for engaging in our report. It reflects our dedication to transparency, accountability, and our ongoing commitment to fostering an inclusive workplace.



Bernie O'Reilly

Chief Executive & Registrar

HCPC pay gaps report¹

Pay gaps serve as an equality indicator, highlighting differences in average and median earnings across various groups within an organisation. The HCPC releases annual reports on the gender, ethnicity and disability pay gaps. While reporting the gender pay gap is a legal obligation, the HCPC voluntarily discloses the ethnicity and disability pay gaps to demonstrate its commitment to transparency and ongoing improvement in these areas.

What is the difference between mean and median?

The mean pay gap measures the average pay for one group against another, for example the average pay for women in an organisation compared to the average pay for men. The median pay gap compares the 'middle' pay for one group against another, when all values are ranged from low to high. The median is less affected by outliers when compared to the mean.

The ONS estimates the gender pay gap on the basis of median hourly earnings rather than the mean since it is not affected by extreme values. If we consider the mid-point range, it would indicate the typical pay or average median earnings within the female and male population.

As the HCPC does not award bonuses, no bonus gap data is reported.

Gender pay gap

The analysis helps us to identify gaps among employees and allows us to implement targeted measures to address any disparities and promote gender equality within the workforce.

	Mean	Median
2025	15.7%	14.3%
2024	16.5%	13.4%
Change	-0.8%	+0.9%

Ethnicity pay gap

We publish the ethnicity pay gap to promote transparency and inclusivity within the organisation. While there is no legal requirement to report on the ethnicity pay gap, we do so as part of our commitment to equality, diversity, and inclusion (EDI).

	Mean	Median
2025	27.8%	23.9%
2024	28.0%	21.1%
Change	-0.2%	+2.8%

Disability pay gap

We also report data on the average pay of disabled and non-disabled employees, applying the same criteria used for other pay gap analyses. This report aims to identify any existing disparities and inform the actions required to enhance disability equality within the workforce.

	Mean	Median
2025	1.7%	2.8%
2024	12.8%	10.2%
Change	-11.1%	-7.4%

¹ Data displayed in all chart views have been rounded to one decimal place in order to improve readability

What do the pay gap figures tell us?

Pay gaps exist for many different reasons, but most significant is the unequal distribution of different groups at different grades.

Gender pay gap

The HCPC's mean gender pay gap is 15.7%, reflecting a slight decrease compared to the previous year. This gap is primarily driven by the distribution of male and female employees across the pay quartiles. Notably, a greater proportion of female employees are positioned within the lower middle and lower quartiles, whereas male employees are more prevalent in the upper quartile.

The upper quartile continues to be the most significant contributor to the overall mean gender pay gap, accounting for 25.62 percentage points. This indicates that pay disparities within the highest earning group remain the dominant factor influencing the overall gap, despite the headline figure being 15.7%.

The HCPC's median gender pay gap is 14.3%, representing the difference in midpoint hourly earnings between male and female employees. Unlike the mean, the median provides a clearer indication of typical pay levels by excluding the influence of extreme values. This metric further highlights the impact of pay distribution on the HCPC's gender pay gap and reinforces the role of the upper quartile in driving overall disparities.

A key factor contributing to the gender pay gap is the disproportionate representation of women in lower pay bands, particularly within Bands D and E. Women comprise 61% of the HCPC's workforce and outnumber men across all quartiles except the upper quartile. However, their concentration in the lower middle and lower quartiles results in a lower average hourly rate overall for female employees, thereby contributing to the overall gap.

There has been some changes in pay distribution this year. The lower middle quartile saw a 5% increase in the proportion of male employees, while the upper middle quartile experienced a 4% decrease in male representation. These shifts have contributed to the slight reduction in the mean gender pay gap.

The HCPC has maintained a commitment to monitoring equal pay, which refers to the remuneration of men and women performing the same or similar roles, or work of equal value. The current pay policy is designed to mitigate the risk of unjustified pay disparities and ensure fairness across comparable roles.

Ethnicity pay gap

94% of HCPC employees disclosed their ethnicity (90% from last year), 51% told us that they are from an ethnic minority background (32% from last year), 43% of white ethnicity (58% from last year) and 6% have not disclosed or have stated unknown as their ethnicity (10% from last year), the latter of which have been excluded from the figures of the pay gap.

The HCPC's mean ethnicity pay gap is 27.8%. Mean averages are useful because they place the same value on every number they use, giving a good overall indication of the ethnicity pay gap. However, very large or small pay rates can dominate and distort the answer as can the proportion of white and ethnic minority colleagues within the workforce.

This gap is largely attributable to the distribution of ethnic minority employees across the HCPC's pay bands. Despite ethnic minority employees now representing a larger proportion of the overall

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workforce than white employees, they remain underrepresented in higher pay bands and overrepresented in lower pay bands, particularly Bands D and E. Compared to previous years, the proportion of white employees in higher pay bands has increased by 7%, while the proportion of ethnic minority employees in the lower quartile has increased by 4%.

Analysis of pay quartiles reveals that ethnic minority employees are more concentrated in lower-paid roles, whereas white employees are more prevalent in higher-paid positions. This uneven distribution is the primary driver of the HCPC's ethnicity pay gap.

The HCPC's median ethnicity pay gap is 23.9%. Median averages are useful to indicate what the 'typical' situation is in the middle of an organisation and are not distorted by very large or small pay rates.

The HCPC remains committed to supporting the progression of underrepresented employees by providing opportunities for development, experience, and advancement into higher pay band roles. This commitment forms part of the HCPC's broader strategy to promote equity and inclusion across the organisation.

Disability pay gap

90% of HCPC employees disclosed their disability status (87% from last year), 12% told us that they identified as having a disability (9% from last year). The largest proportion of the HCPC workforce, at 78% have identified as non-disabled (78% from last year) and 10% have not disclosed or have stated unknown as their disability (13% from last year), the latter of which have been excluded from the figures of the pay gap.

The HCPC's mean disability pay gap is 1.7%, reflecting the average difference in hourly pay between disabled and non-disabled employees. This gap is primarily influenced by the distribution of disabled employees across pay quartiles, with a higher concentration in the lower quartiles and fewer in the upper middle and upper quartiles. However, this year's data shows a notable reduction in the mean pay gap, attributed to an increase in the representation of disabled employees in higher pay bands. Due to the relatively small number of disabled employees within the workforce, even a modest increase in representation within higher pay bands can have a noticeable impact on the mean salary figures, thereby influencing the overall mean disability pay gap.

The HCPC's median disability pay gap is 2.8%, indicating the midpoint difference in hourly pay between disabled and non-disabled employees. The median provides a clearer view of typical pay levels as it is not affected by extreme pay values, highlighting the disparity at the central point of the pay distribution.

The HCPC remains committed to fostering an inclusive workplace and supporting the progression of disabled employees into higher pay band roles. This includes providing access to development opportunities, training, and career advancement pathways to ensure equitable outcomes across the organisation.



Fair



Compassionate



Inclusive



Enterprising

How do the HCPC’s pay gaps compare with other organisations?

The vast majority of organisations have a gender pay gap, and the HCPC’s pay gap is comparable with other organisations. In 2024 to 2025 reporting year, around 9,773 UK employers had published their gender pay gap report on the government’s gender pay gap reporting website.

We have chosen to compare ourselves with similar organisations such as the General Dental Council (GDC), the General Pharmaceutical Council (GPhC) and the Nursing and Midwifery Council (NMC), who have also participated in reporting. We will continue to assess our gaps with similar organisations as publication of their figures takes place. Some of our fellow regulators fall below the mandatory staffing numbers and therefore do not report their gender pay gap.

Gender pay gap

Employer	Employee headcount	Mean	Median
The Health and Care Professions Council	250 to 499	15.7%	14.3%
General Dental Council	250 to 499	16.7%	18%
The General Pharmaceutical Council (GPhC)	250 to 499	12%	11%
Nursing and Midwifery Council	1000 to 4999	6.5%	8.1%

Ethnicity pay gap²

	HCPC	GPhC	NMC
Mean	27.8%	12%	21.6%
Median	23.9%	21%	30.9%

Disability pay gap

	HCPC	NMC
Mean	1.7%	-9.4%
Median	2.8%	-10.6%

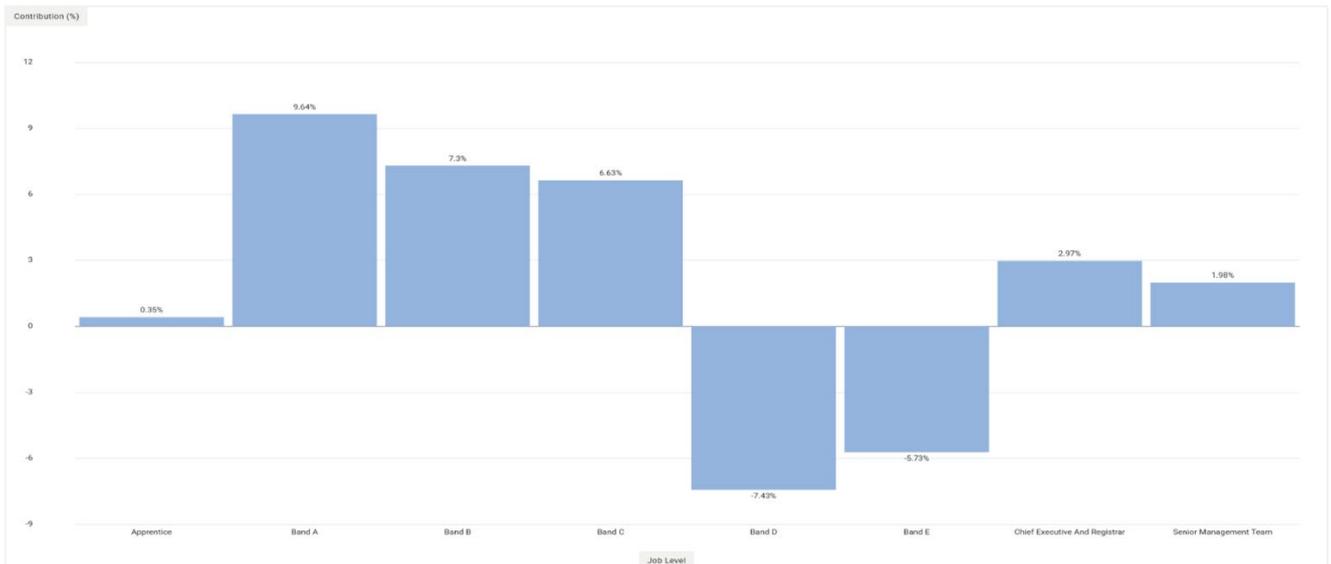
² Ethnicity and disability pay gap comparisons are limited as they are not mandatory for organisations to report on these areas.
[HCPC gender, ethnicity and disability pay gaps report 2025](#)

Contribution of gender, ethnicity and disability pay gaps across pay bands

The charts below show the contribution of each pay gap of HCPC colleagues in each of our internal pay bands.

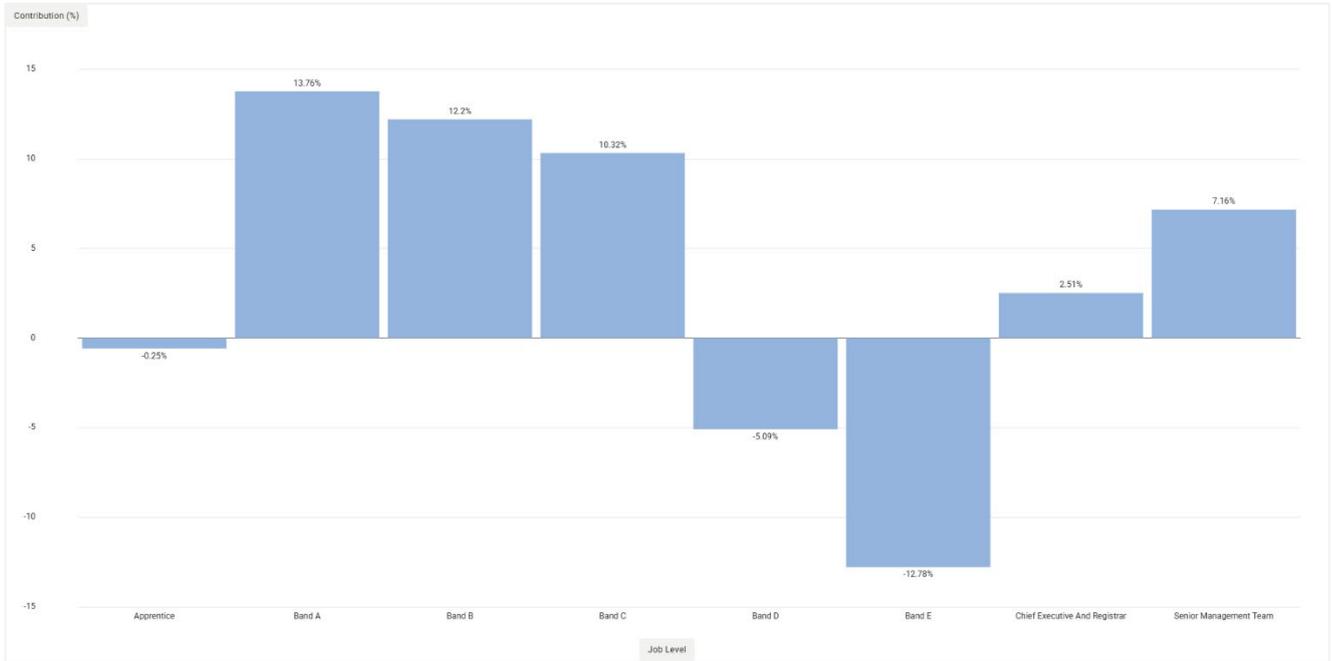
At the HCPC, the internal banding system ranges from Band E, which is our lowest paid band, to the Chief Executive and Registrar band, which is our highest paid band.

Gender pay gap

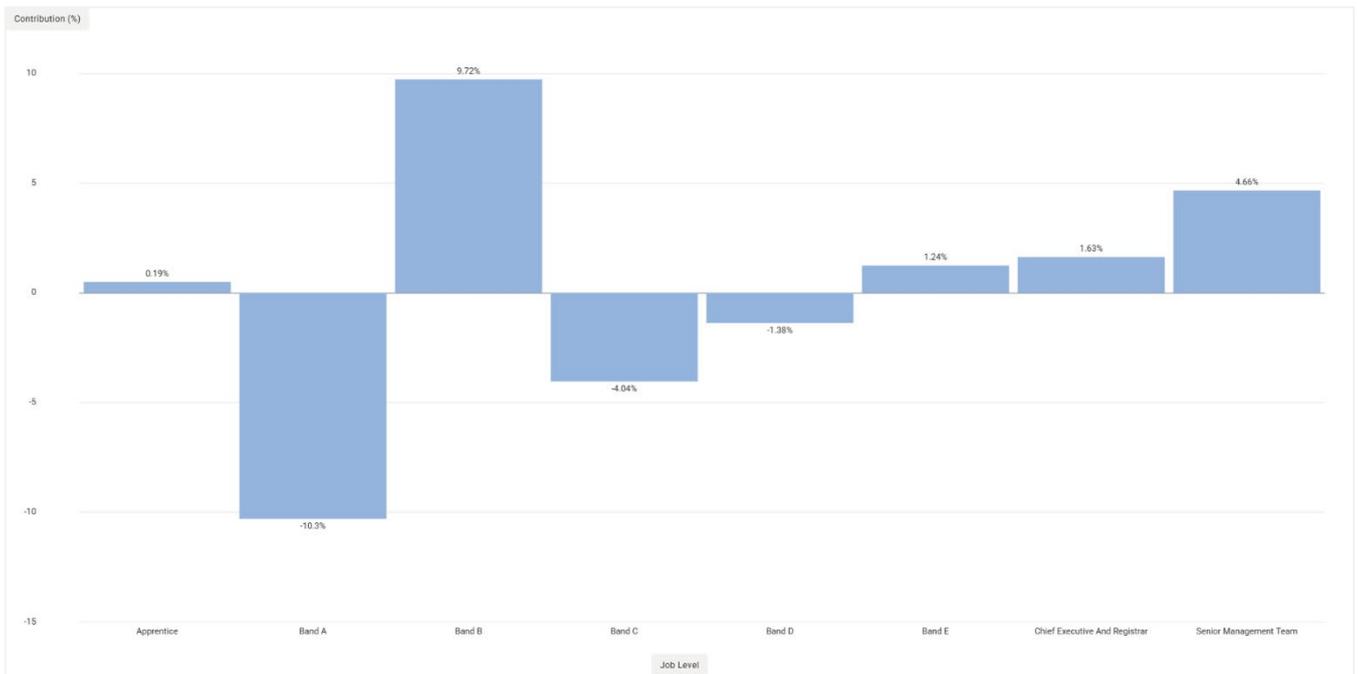


Ethnicity pay gap

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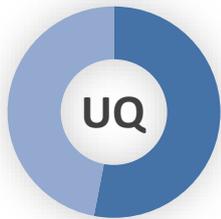
Disability pay gap



Workforce gender – Pay quartiles

The composition of our workforce is 61 percent women and 39 percent men³.

Changes in the quartiles compared to 2024:



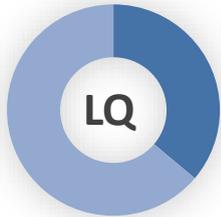
Male 53%
Female 47%



Male 37%
Female 63%



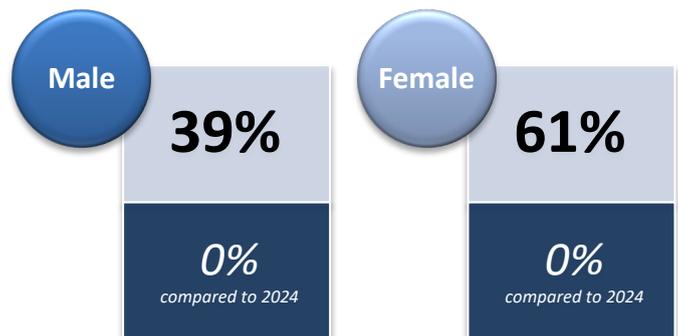
Male 30%
Female 70%



Male 36%
Female 64%

Upper Quartile	2%	increase in men; decrease in women
Upper Middle Quartile	4%	decrease in men; increase in women
Lower Middle Quartile	5%	increase in men; decrease in women
Lower Quartile	5%	decrease in men; increase in women

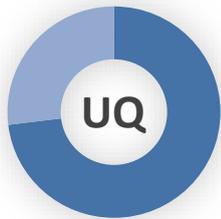
The proportion of female employees working at the HCPC has not changed compared to 2024:



³ We recognise that the requested data collection for statutory reporting purposes is binary, and that this does not reflect the identity of some of our colleagues. We are working to ensure our processes and policies are fully inclusive of trans and non-binary people and acknowledge that the nature of this report as a pay gap report to compare men and women may limit our understanding of pay gaps in relation to some trans and non-binary people. We have committed to disaggregating and cross-referencing this data further.

Workforce ethnicity – Pay quartiles

The composition of our workforce is 46 percent white and 54 percent ethnic minority employees.



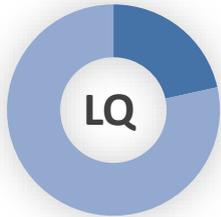
White 73%
Ethnic minority 27%



White 53%
Ethnic minority 47%



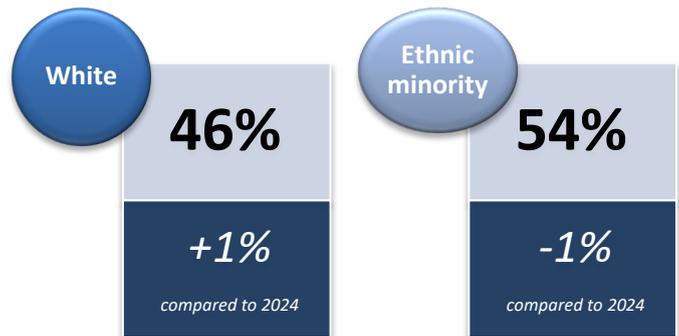
White 37%
Ethnic minority 63%



White 22%
Ethnic minority 78%

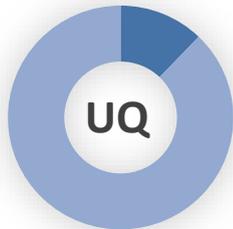
Changes in the quartiles compared to 2024:

Upper Quartile	7%	increase in white; decrease in ethnic minority
Upper Middle Quartile	3%	decrease in white; increase in ethnic minority
Lower Middle Quartile	4%	increase in white; decrease in ethnic minority
Lower Quartile	4%	decrease in white; increase in ethnic minority



Workforce disability – Pay quartiles

The composition of our workforce is 13 percent disabled and 87 percent non-disabled employees.



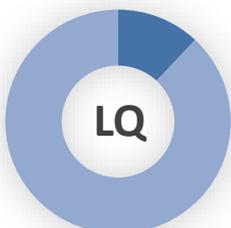
Disabled 12%
Non-disabled 88%



Disabled 13%
Non-disabled 87%



Disabled 16%
Non-disabled 84%



Disabled 12%
Non-disabled 88%

Changes in the quartiles compared to 2024:

Upper Quartile	6%	increase in disabled; decrease in non-disabled
Upper Middle Quartile	4%	increase in disabled; decrease in non-disabled
Lower Middle Quartile	5%	increase in disabled; decrease in non-disabled
Lower Quartile	0%	No change

The proportion of disabled employees working at the HCPC has slightly increased compared to 2024:



What is the HCPC doing to address its pay gaps?

We are addressing our pay gaps through a range of measures. Our efforts are built upon robust foundations established through our people strategy and EDI strategy. While these strategies adopt a holistic approach, they also set out specific actions in the areas of gender and ethnicity. These actions are aligned with our commitment to addressing gender and ethnicity pay gaps. Recognising that progress is a gradual process, we have outlined a series of actions that we expect will positively influence the recruitment, progression, and retention of colleagues from under-represented groups over an extended period.

Initiatives we have already implemented



Continued promotion of hybrid working and flexible working in all campaigns to enhance our appeal as an employer and offer a better work-life balance. Amendments to our Flexible Working Policy now support day-one applications for flexible working, potentially enhancing our employer brand and attracting more diverse talent.



Mandated online unconscious bias training for all recruiting managers to mitigate the risk of bias in recruitment processes.



Maintained a compensation strategy that exceeds the voluntary 'real' Living Wage and externally benchmark all salaries to ensure fairness and competitiveness.



Continued to provide recruiting managers with anonymised applications to minimise unconscious bias in decision-making.



Conducted training for newer staff members participating in shortlisting or interview panels for the first time.



Mandated Equality, Diversity, and Inclusion (EDI) training for all employees.



Introduced a new careers website which is more accessible and appealing to a diverse range of applicants.



Developed a new Neonatal Policy to support all new parents.



Recruited for roles focused on EDI, Stakeholder Engagement and wellbeing to strengthen our EDI commitments organisation-wide.



Launched the Aspiring to Management Programme, Management development programme, Operational Leadership programme and the Senior Leadership Management programme which focuses on enhancing leadership and management capabilities across different levels of the organisation.



Developed a Menopause Policy, trained all managers on how to support employees going through menopause and delivered a menopause webinar session on World Menopause day to all employees across the organisation.



HCPC's minimum employer pension contribution has been increased from 7% to 8% and employees on maternity leave continue to receive an employer contribution through the salary sacrifice scheme.



Enhanced our Employee Assistance Programme to offer increased number of services.



Enhanced the number of mental health first aiders within the organisation.



Introduced re-induction processes for new parents returning from family related absences including an introduction of phased return options.



Held an onsite event to recognise and celebrate World Culture Day, bringing all employees together from across the organisation.

Action plan for the financial year 2026-2027

Enhance our employer brand and values through various initiatives targeting increased diversity, widening our applicant pool and collaborating with career fairs and local communities.	Introduce more values-based questions and skill-based assessments to assess suitability for roles and reduce unconscious bias.	Review and improve our recruitment and progression of underrepresented employees.
Continue to use skills-based assessment tasks in recruitment.	Continue to have diverse selection panels.	Review all advertisements to ensure they are gender-neutral, and continue using structured interviews with consistent, predetermined questions for all candidates.
Understand and learn from employee feedback gathered through pulse surveys, exit interviews, etc., to inform targeted interventions.	Provide ongoing training for managers to understand and address EDI and neurodiversity in the workplace.	Review and assess the requirements necessary to increase recruitment or progression into higher-paying roles.
Continue to provide a fair, equitable and transparent pay award process across the organisation.	As a disability confident employer, enhance our communication in recruitment adverts to attract more disabled candidates.	Continue to provide support, reasonable adjustments and clearly signpost employees to support mechanisms in relation to Menopause.
Continue to promote menopause specific resources including webinars via the Employee Assistance Programme.	Undertake an analysis of absence, turnover, and progression data for women to identify any disproportionate impacts and use findings to inform targeted interventions and report progress year on year.	Promote and offer coaching to support women through mid-career transitions.

While acknowledging that none of the implemented measures will directly lead to an immediate reduction in the pay gaps, and the time required for a significant impact, which may span several years, the HCPC is committed to these measures and to ongoing pay gap reporting. We will continuously evaluate and develop our action plan, to address pay gaps. This sustained commitment underscores the HCPC's enduring pursuit of equity and inclusivity in the workplace.

April 2026

