Gender Pay Gap 2025 report

This is the fourth year that the Institute of Contemporary Music Performance (ICMP) has published its Gender Pay Gap data, and the first year in which the figures reflect combined data following the merger with SAE.

The gender pay gap is defined as the difference between the average hourly earnings (excluding overtime) of men and women, expressed as a proportion of men's average hourly earnings. It reflects the distribution of men and women across all roles within the organisation and does not measure differences in pay for employees performing the same role.

Gender pay gap reporting is required under the Equality Act 2010. ICMP Management Ltd is required to publish its gender pay gap data for workers in scope of the regulations as of 5 April each year. This report relates to the combined ICMP–SAE workforce as of 5 April 2025.

As a relatively small organisation, with a total workforce of 548 employees (215 women and 333 men), our gender pay gap figures are particularly sensitive to changes in workforce composition and role distribution. Even small changes in appointments, departures, or senior role allocations can have a noticeable impact on both mean and median pay gap statistics. This sensitivity has been further influenced by the merger, as the integration of different organisational structures and role profiles has affected how employees are distributed across pay bands. These factors should be considered when interpreting the results.

Gender Pay Gap and Equal Pay

Gender pay gap reporting measures the difference between the average pay of all men and all women, regardless of role or seniority. A positive gap indicates that men earn more on average, while a negative gap indicates that women earn more on average.

Equal pay, by contrast, is concerned with ensuring that men and women receive the same pay for the same work, work of equal value, or equivalent roles.

ICMP Management Ltd is committed to the principle of equal pay for equal work. While our gender pay gap indicates there is scope for improvement, we are confident that there are no significant pay differences between men and women performing equivalent roles. This is supported by our ongoing pay benchmarking reviews, which are conducted regularly.

Reporting Requirements

We are required to report on the following:

- Mean gender pay gap: the difference between the mean hourly pay of male and female employees
- Median gender pay gap: the difference between the median hourly pay of male and female employees
- Mean bonus gap: the difference between the mean bonus paid to male and female employees
- Median bonus gap: the difference between the median bonus paid to male and female employees
- Bonus proportions: the proportion of male and female employees receiving bonus pay
- Pay quartiles: the proportion of male and female employees in each pay quartile

Workforce Profile and Pay Gap

At the snapshot date of 5 April 2025, the workforce comprised 548 employees: 333 men and 215 women.

The mean hourly pay for women was £23.13, compared with £24.62 for men, resulting in a mean gender pay gap of 6.1%. This means that, on average, women earned 6.1% less than men.

The median hourly pay for women was £19.69, compared with £21.03 for men, resulting in a median gender pay gap of 6.4%. This indicates that at the midpoint of the pay distribution, women earned 6.4% less than men.

Overall, these figures show a modest but consistent gender pay gap, driven primarily by the distribution of men and women across different roles and levels within the organisation.

Pay Quartiles

Analysis of pay quartiles shows how employees are distributed across the pay range:

- Lower quartile: 54% men, 46% women
- Lower middle quartile: 59% men, 41% women
- Upper middle quartile: 56% men, 44% women
- Upper quartile: 64% men, 36% women

While the lower quartile is relatively balanced, the proportion of men increases at higher pay levels. Women remain under-represented in the upper quartile, indicating that fewer women occupy higher-paid or senior roles.

This distribution is a key driver of the gender pay gap. It highlights the importance of supporting progression into higher-level roles and ensuring equitable access to development and leadership opportunities.

Progress Since 2022

The organisation has undergone significant change following the 2024 merger, including an increase in headcount and the integration of different pay structures, grading systems, and role classifications. As a result, comparisons with pre-merger data should be interpreted with caution.

The proportion of women in the workforce has remained relatively stable over the past four years, ranging between 36.9% and 42%. While changes year-on-year have been modest, this continues to highlight the importance of improving gender balance and supporting progression.

During the first full reporting period following the merger, fluctuations in representation and pay data reflect structural changes, including the alignment of pay bands and job families. These changes have influenced both role distribution and reported pay gap figures.

Mean Pay Trends

Over the four-year period, men have generally earned slightly more on average than women. However, in 2024, women's mean hourly pay (£26.97) exceeded that of men (£25.85), demonstrating how shifts in workforce composition and recruitment patterns can influence outcomes.

In 2025, mean hourly pay decreased for both groups (£23.13 for women and £24.62 for men), reflecting post-merger structural changes and shifts in role distribution. While the pay gap remains modest, it is persistent, reinforcing the need for continued monitoring and action.

Median Pay Trends

Median pay trends show greater variation, particularly for women. Women's median hourly pay increased from £20.33 in 2022 to £27.67 in 2024, before falling to £19.69 in 2025. Men's median pay remained more stable before also declining to £21.03 in 2025.

These fluctuations suggest that changes in role distribution, rather than pay rates, are influencing outcomes. In particular, shifts in representation within higher-paid roles have had a noticeable impact on median values.

Bonus Payments

Bonus payments include commission, incentive schemes, and long service awards.

During the reporting period:

- 7.1% of men received a bonus, compared with 4.7% of women
- Of those receiving bonuses, 68% were men and 32% were women

The mean bonus for men was £7,285.35, compared with £4,945.08 for women, resulting in a mean bonus gap of 32.1%.

The median bonus for women (£537.68) was higher than for men (£201.53), resulting in a negative median bonus gap. This reflects the small number of bonus recipients and the fact that women who received bonuses tended to be in roles with more consistent or higher-value payments.

Overall, bonus outcomes are highly influenced by role distribution and eligibility, reinforcing the importance of monitoring how bonus opportunities are allocated across the organisation.

Actions and Progress

ICMP remains committed to promoting fairness and inclusivity across all areas of employment.

Key initiatives include:

- Ensuring gender-balanced interview panels wherever possible
- Providing five days of paid carers' leave
- Introducing an enhanced maternity pay scheme
- Supporting flexible working arrangements and dependant-care leave
- Reviewing job descriptions to ensure inclusive language
- Strengthening workforce data collection and analysis

To support fair pay, ICMP applies a minimum hourly rate aligned with the London Living Wage (£13.85 in London) and the Real Living Wage (£12.60 outside London).

Looking Ahead

Addressing the gender pay gap remains closely aligned with the organisation's Equality, Diversity and Inclusion (EDI) strategy.

Future priorities include:

- Strengthening inclusive recruitment practices
- Improving career progression pathways for under-represented groups
- Expanding mentoring and leadership development opportunities
- Enhancing equality monitoring data to better understand intersectional impacts
- Ensuring reward and recognition processes remain fair and transparent

These actions will support continued progress toward a more balanced and equitable workforce.

How do we compare to the sector?

The median gender pay gap across the UK higher education sector currently stands at 11.9%, as identified in the Higher Education Policy Institute's (HEPI) sector-wide analysis[1], which places the broader HE landscape above the national average and highlights considerable variation between institutions ranging from 0% to 41%. In comparison, ICMP's 2025 gender pay gap is substantially lower, with a median gap of 6.40% and a mean gap of 6.10%, reflecting a notably smaller disparity in hourly earnings than is typical across the sector. This positions ICMP well below the HE sector benchmark and indicates that, although structural factors such as role distribution continue to influence outcomes, the organisation is performing favourably relative to the wider higher education landscape.

Accuracy and Compliance Confirmation

I confirm that the information in this statement is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Signed: 

Hannah Collins

Executive Director of Finance

23 March 2026

[1] "Show me the money: an exploration of the gender pay gap in higher education" (HEPI Report 171), published March 2024.