vetPartners

# Gender Pay Gap Report 2025



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# Legal obligations

## Gender pay gap explanation

At VetPartners, we are committed to fostering an inclusive and equitable workplace for all our colleagues. As part of this commitment, we are pleased to share our gender pay gap report, in line with the Equality Act 2010 (Gender Pay Gap Information) regulations.

**Our progress**

As of the snapshot date of April 5, 2025, our gender pay gap continues to improve. Our total mean gender pay gap stands at 33.15%, reflecting an improvement of 0.37% from the previous year, while our median gap is 39.39%, an improvement of 2.65%. The veterinary profession has undergone a remarkable transformation over the last 30 years, with women now accounting for almost 71% of practicing veterinary surgeons. This trend is set to continue, as nearly 80% of students enrolling in veterinary degree programs are female.

We are proud to see that among recently qualified veterinary surgeons, the median pay gap is now 4.17% in favour of female vets, demonstrating greater equity in recent years. Additionally, 72% of our workforce consists of roles such as Animal Care Assistants, Receptionists, and Nurses, where the gender pay gap is either nonexistent or in favor of women.

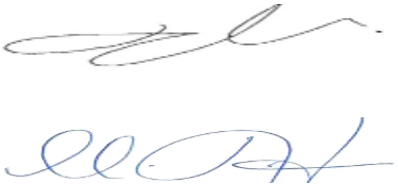
**Our commitment to change**

At VetPartners, we believe that our workforce should reflect the diversity of our clients and communities. Over the past year, we have taken meaningful steps to address gender pay disparities, including ensuring that our senior management team reflects a balanced representation of genders. While we have made progress, we recognize there is still work to be done. A significant factor influencing our overall gender pay gap is the higher proportion of women in lower-paid roles. We are committed to addressing this through career development opportunities, leadership initiatives, and ongoing efforts to remove any potential bias in higher-paid positions. VetPartners is dedicated to being a great place to work for all colleagues. We remain steadfast in our mission to create an inclusive and equitable environment where every individual has the opportunity to thrive.



Jo Malone
Chief Executive officer
VetPartners

Signatures of the directors
Jo Malone
Mark Stanworth



# What does it all mean?

- VetPartners pay gap is still higher than the national pay gap due to historical factors but as the data shows the steps taken to reduce the gap are working. While VetPartners pay gap remains significant, it is encouraging to see that it has closed by a further 0.37% in 2025 vs 2024.

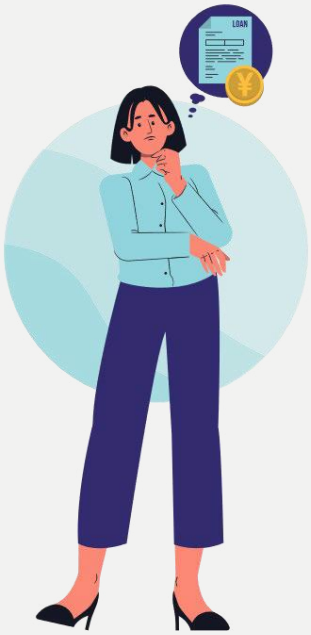
- We are seeing movement in our quartiles with more female colleagues joining the upper quartile in 2025 (+1% compared to last year) and more males joining the lower quartiles.

- **72% of our roles are Animal Care Assistant, Receptionist & Veterinary Nurse; within these roles there is either no median gender pay gap, or the gap is in favor of females.**

- If we discount Q4 in both veterinary surgeon and clinical director from our analysis we virtually eliminate the gender pay gap. In this scenario the median pay gap for clinical director is 1.82% and for vet is 1.72% which will be eliminated in the next 12-24 months if current trends in resolving VetPartners pay gap continue. **In the Q4 group male vets and male clinical directors are overrepresented, have longer tenure and often their pay represents historic salary structures at practice level prior to VetPartners acquisition of a practice.**

- For Veterinary Surgeons (excluding graduate vets and Clinical Directors) the mean pay gap (11.19%) has slightly deteriorated compared to 2024 as has the median (9.56%) but both remain below the national reported median pay gap figure of 13.1%.

- For our Graduate Vets the gender pay gap previously reported as having been eliminated in 2024 is now slightly in favour of female graduate vets (median = 4.17% in favour of female graduate vets).

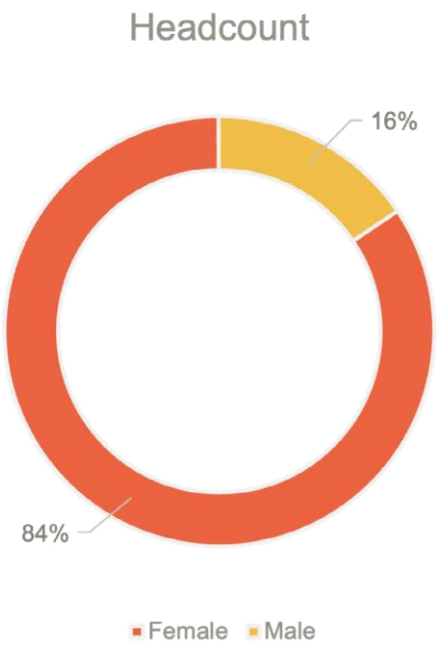


## Our commitment to closing the gender pay gap

- The organisation is committed to fair and transparent pay practices.
- Salaries are benchmarked against the industry and pay ranges are regularly refined.
- The April 2025 pay review included additional scrutiny on performance and gender pay differences.
- Continued investment in learning, training, apprenticeships, and veterinary graduate programmes.
- Development of more flexible career pathways, especially for leadership progression.
- organisation is committed to closing the Q4 gap in our veterinary surgeons by strengthening leadership development, improving career pathways, and ensuring equitable access to senior opportunities.
- 72% of roles are Animal Care Assistant, Receptionist, and Veterinary Nurse positions, where there is no median gender pay gap or the gap favours women.

# Demographics

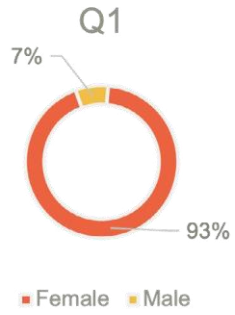
All our UK-based colleagues are included in the calculation. Our international colleagues are not included.

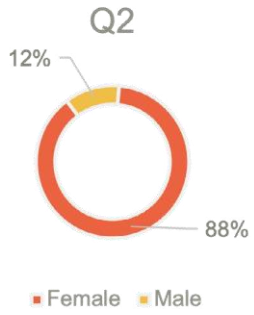


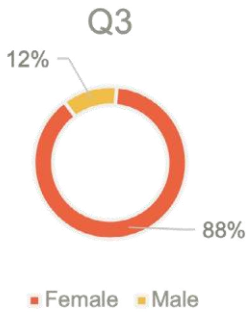

Our gender split is shown in the graphic, and it is relative to the veterinary sector, which relies overwhelmingly upon female employees for its workforce.

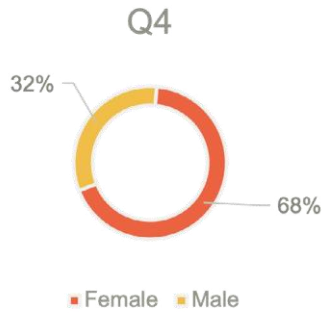
Woman take up most roles in the organization;  veterinary nurses, receptionists, animal care assistants and 71% of veterinary surgeons, this is reflective of  the profession as a whole. In 2025 the proportion of our female veterinary surgeons increased by 1%.

## Quartile distribution



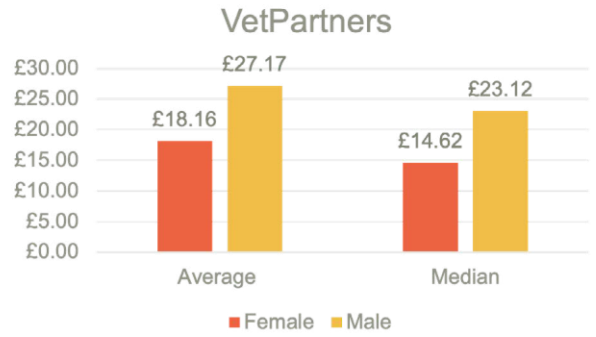



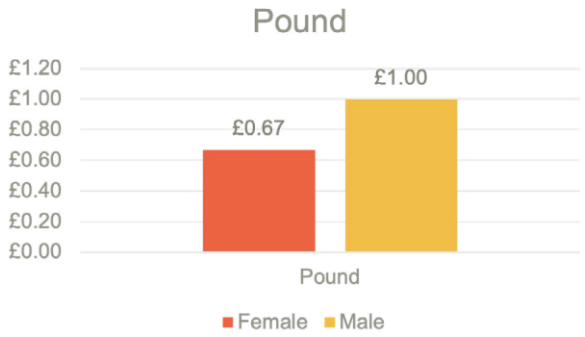

These charts show the proportion of males and females across VetPartners in four equally sized groups, sorted by level of pay, Q1 being the lowest paid, Q4 being the highest paid..

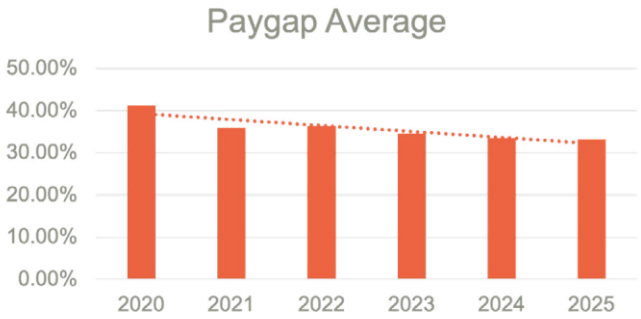
This data shows that there are a significantly higher number of female colleagues in all four quartiles. There are also a higher proportion of females in less senior roles such as customer care, reception and veterinary nurse.

The fourth quartile shows a higher mix of males than in the lower three quartiles, however this has decreased by 2% vs 2023 with more females in this quartile in 2025.

## All colleagues



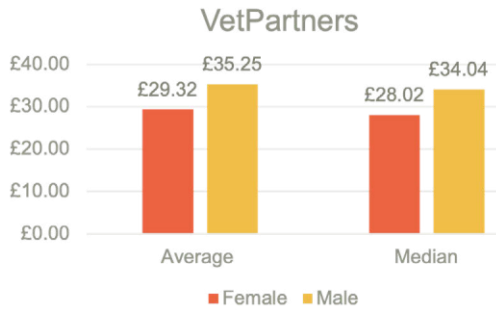



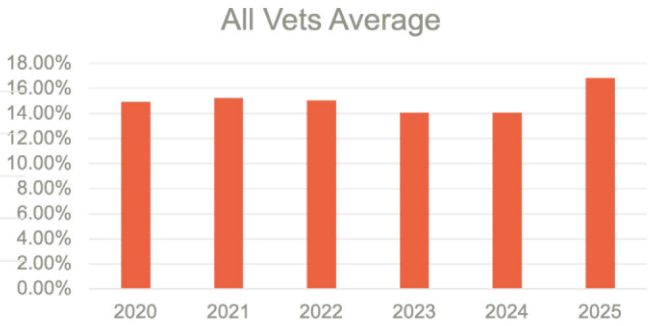

| | Average | Median | Pound |
|---|---|---|---|
| Female | £18.16 | £14.62 | £0.67 |
| Male | £27.17 | £23.12 | £1.00 |
| Pay Gap | 33.15% | 36.74% | 33.15% |

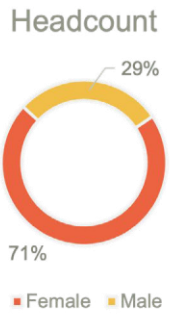
In 2025, our gender pay gap continues to show a positive downward trend, with both mean and median figures moving in the right direction. Our mean gender pay gap now stands at 33.15%, reflecting a 0.37% reduction compared with 2024, and our median gap is 36.74%, representing a 2.65% improvement since 2024 and a 4% improvement since 2023.Although the gap remains tilted towards colleagues who are paid at a higher rate on average than others, the year-on-year reduction demonstrates steady progress.

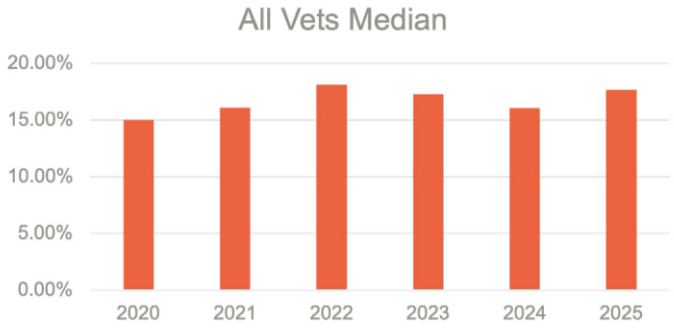
Importantly, the pay gap has fallen by 10.26% since 2020, indicating that the actions we are taking to address structural imbalances and improve representation at higher pay levels are having a measurable impact. The average hourly pay comparison shows that colleagues earning £18.16 on average are positioned below those earning £27.17, with similar patterns reflected in median pay. When illustrated as a pound for pound comparison, this equates to colleagues earning £0.67 for every £1.00 earned by others, consistent with the overall pay gap percentage. While our gender pay gap remains significant, the continued year on year reduction is encouraging. We remain committed to further understanding the drivers of the gap and taking targeted actions to ensure equitable progression, development opportunities, and representation across all areas of VetPartners.

## All veterinary surgeons



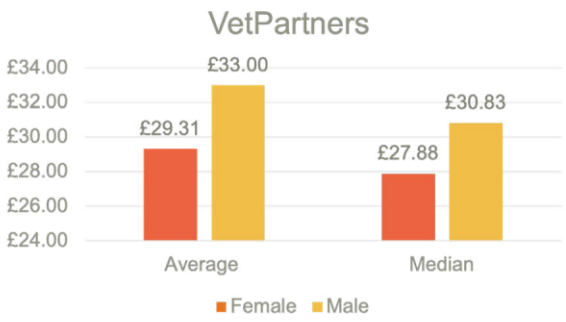

| | Average | Median | Pound |
|---|---|---|---|
| Female | £29.32 | £28.02 | £0.83 |
| Male | £35.25 | £34.04 | £1.00 |
| Pay Gap | 16.85% | 17.66% | 16.85% |

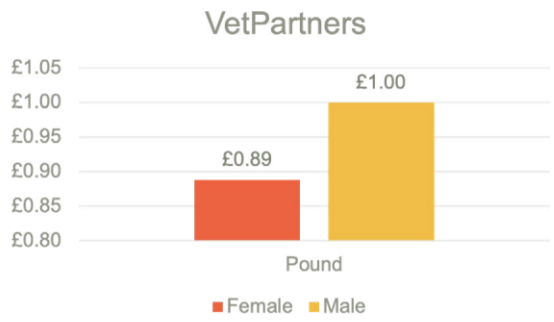
When comparing all vets regardless of years in the industry or seniority our mean pay gap is 16.85% which has increased by 2.8% since 2024. The median gap 17.66% has also widened by 1.6% on last year.

We have conducted a gender pay gap for our "veterinary surgeons including graduates & Clinical directors" as a whole population the role accounts for 28% of our workforce. The role has a 71% female gender mix. The female proportion of vets has grown by a further 1% year on year.

**This data shows that we have a much smaller differential than the overall company Median of 36.74% vs Veterinary Surgeons' median gap of 17.66%.**

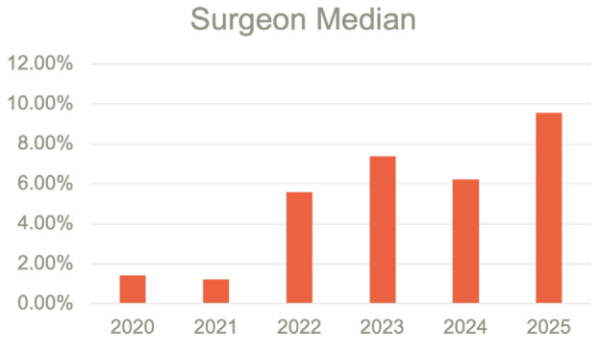
## Veterinary surgeons *(excluding graduates and clinical directors)*





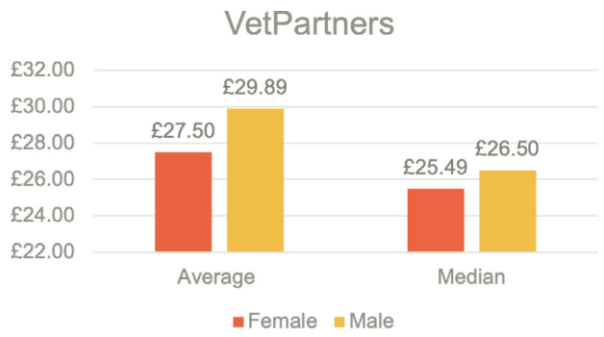


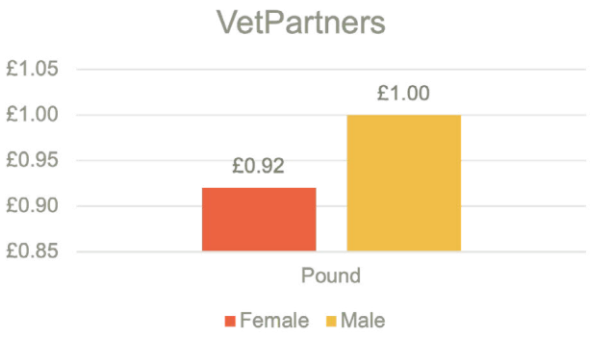


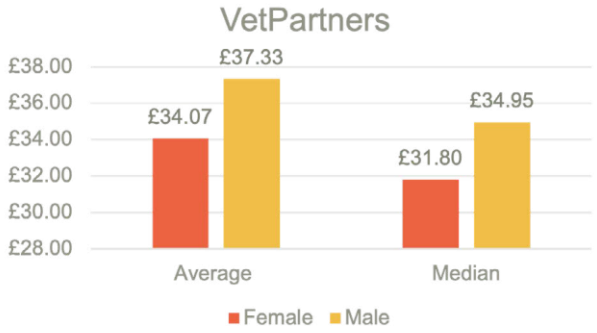

| | Average | Median | Pound |
|---|---|---|---|
| Female | £29.31 | £27.88 | £0.89 |
| Male | £33.00 | £30.83 | £1.00 |
| Pay Gap | 11.19% | 9.56% | 11.19% |

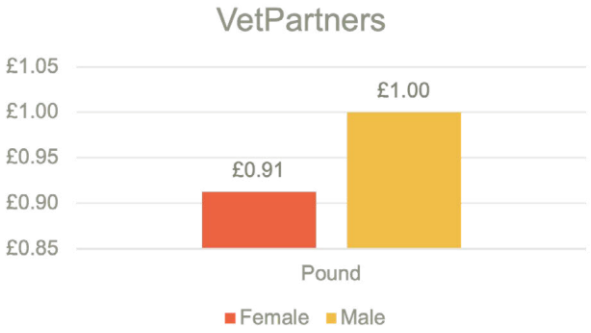
When comparing veterinary surgeons (excluding graduates and Clinical Directors) our mean pay gap is 11.19% widening by 4% compared to 2024 (7.2%) and median gap of 9.56% compared to 2024 (6.23%), removing the outliers shows a truer representation of the veterinary surgeons' gap.

## Veterinary surgeons *(under 40 vs 40 years old)*



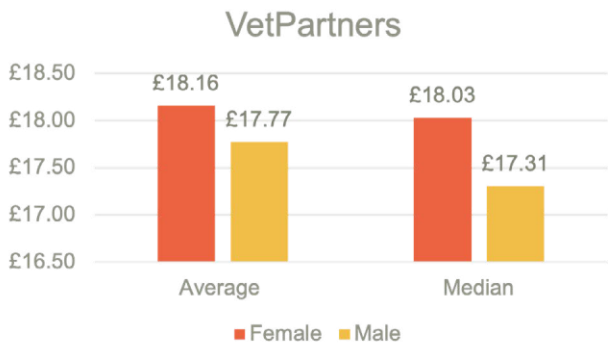

| Mean | <40 | >40 |
|---|---|---|
| Female | £27.50 | £34.07 |
| Male | £29.89 | £37.33 |
| Pay Gap | 8.0% | 8.7% |

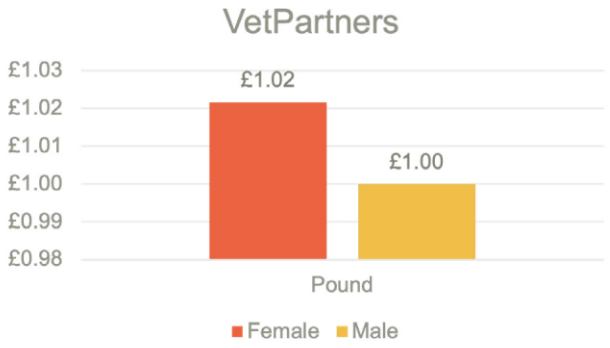
| Median | <40 | >40 |
|---|---|---|
| Female | £25.49 | £31.80 |
| Male | £26.50 | £34.95 |
| Pay Gap | 3.8% | 9.0% |

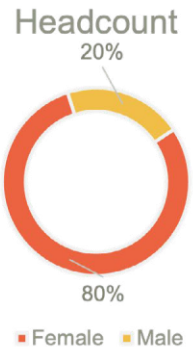
If we compare our vets based on seniority, we can see that the pay gap in the pound is 8p for Under 40-year-olds.

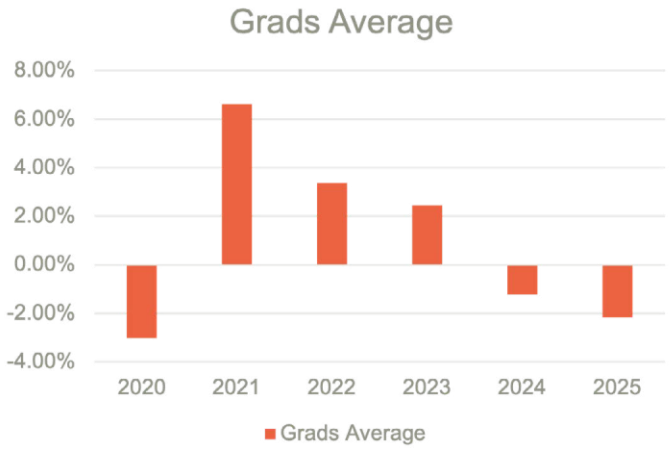
**The Median gap for under 40-year-olds is 3.8% , vs 9.0% for over 40-year-olds.**

## Graduate vets



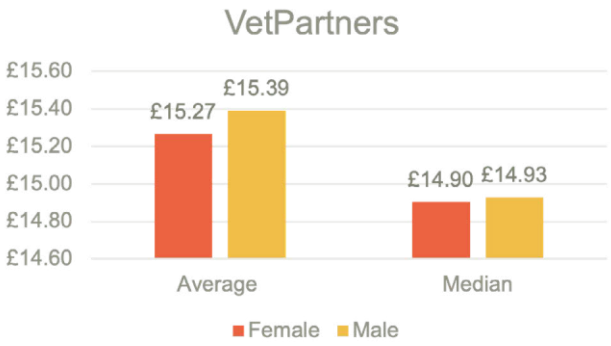



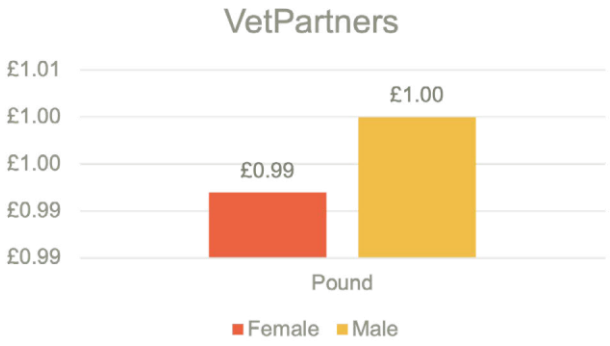

| | Average | Median | Pound |
|---|---|---|---|
| Female | £18.16 | £18.03 | £1.02 |
| Male | £17.77 | £17.31 | £1.00 |
| Pay Gap | -2.17% | -4.17% | -2.17% |

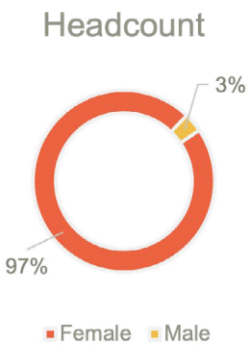
**Our graduate female vets have slightly higher (2.17%) net mean pay than their male counterparts.** This has eliminated the 2.44% pay gap reported in 2023, a net swing of 4.61% in favour of female graduate vets.

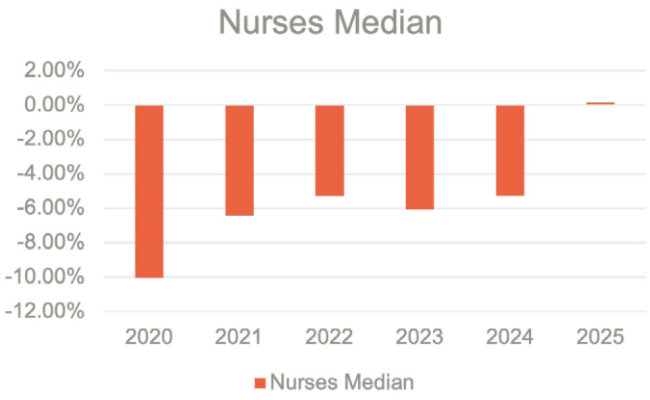
We are pleased that compared to 2021 the pay gap has been abolished with a net improvement in mean pay of 8.78% for female graduate vets compared to male graduate vets.

## Veterinary nurses



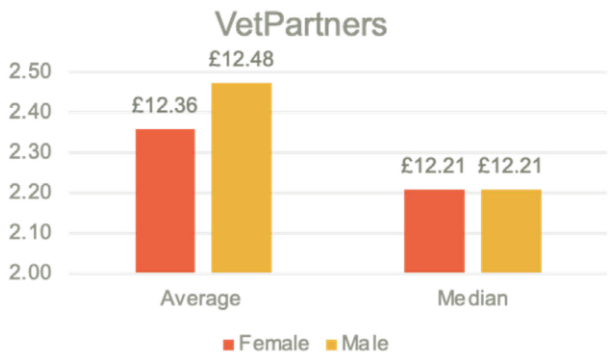



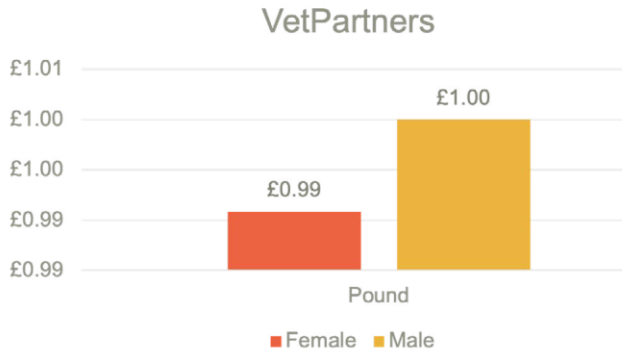

| | Average | Median | Pound |
|---|---|---|---|
| Female | £15.27 | £14.90 | £0.99 |
| Male | £15.39 | £14.93 | £1.00 |
| Pay Gap | 0.81% | 0.17% | 0.81% |

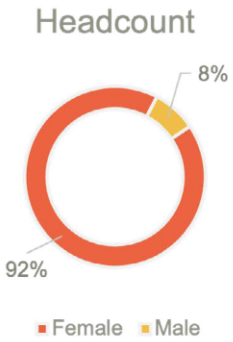
Our mean gap for Veterinary Nurses has slipped marginally with a 1% pay gap in favour of male RVNs.

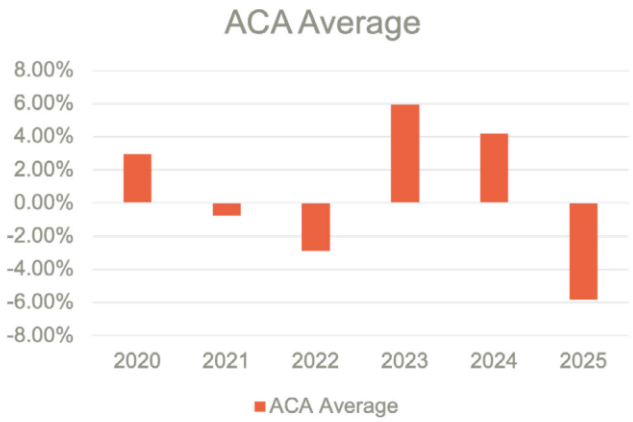
Female veterinary nurses are earning £0.99 vs the male veterinary nurses £1.

## Animal care assistant



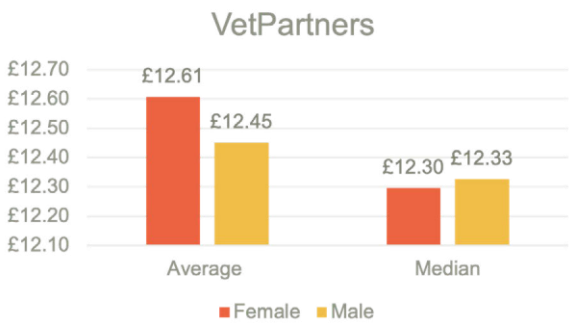



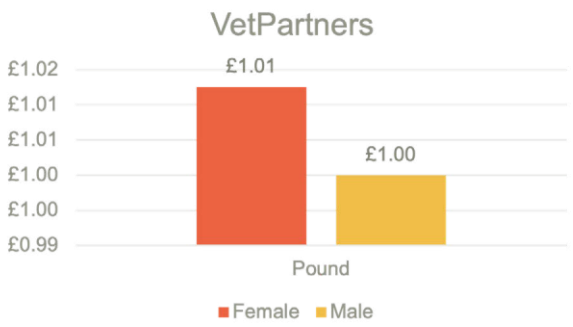

| | Average | Median | Pound |
|---|---|---|---|
| Female | £12.36 | £12.21 | £0.99 |
| Male | £12.48 | £12.21 | £1.00 |
| Pay Gap | 0.92% | 0.00% | 0.92% |

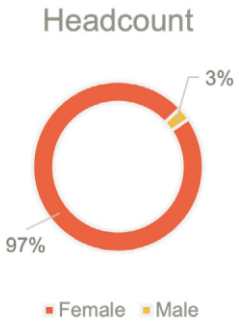
We are pleased to report that there is no median gender pay gap for Animal Care Assistants in 2025.

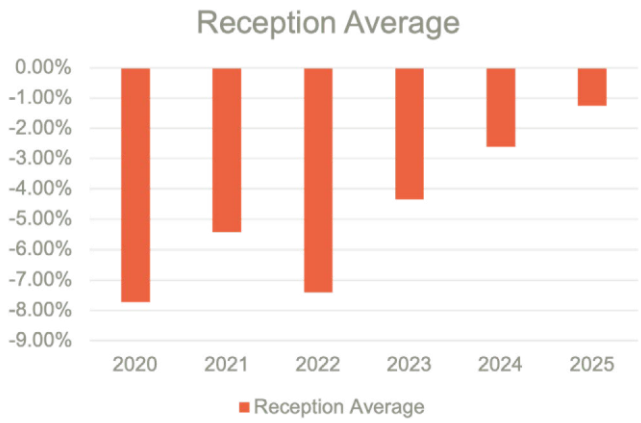
Median pay for both males and females is identical at £12.21, demonstrating equivalent pay at the midpoint of earnings.

## Receptionists



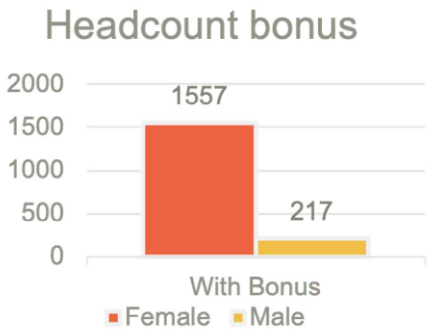



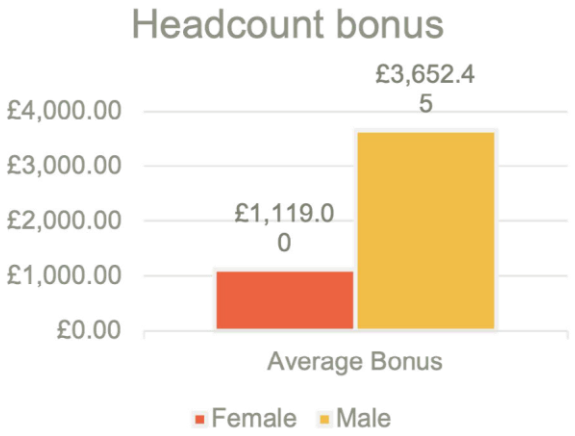

| | Average | Median | Pound |
|---|---|---|---|
| Female | £12.61 | £12.30 | £1.01 |
| Male | £12.45 | £12.33 | £1.00 |
| Pay Gap | -1.26% | 0.24% | -1.26% |

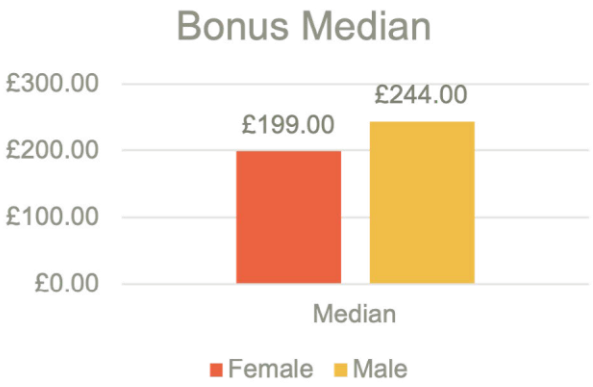
**We are pleased to report there is no gender pay gap for Receptionists at VetPartners.**

Reception team colleagues have a 1.26% pay gap in favor of our female colleagues taking the lead on hourly pay at £1.01 vs male @ £1.

## Bonus



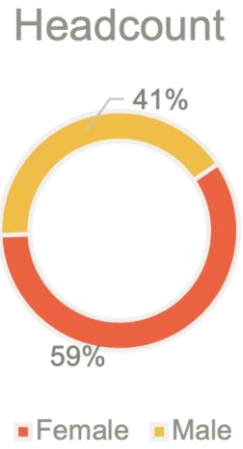




| | Headcount | With Bonus | % Bonus | Average Bonus | Median |
|---|---|---|---|---|---|
| Female | 6985 | 1557 | 22.29% | £806.15 | £199.00 |
| Male | 1297 | 217 | 16.73% | £2,304.59 | £244.00 |
| Pay Gap | 8282 | 1774 | 21.42% | | |
| Pay Gap | | | | 65.02% | 18.44% |

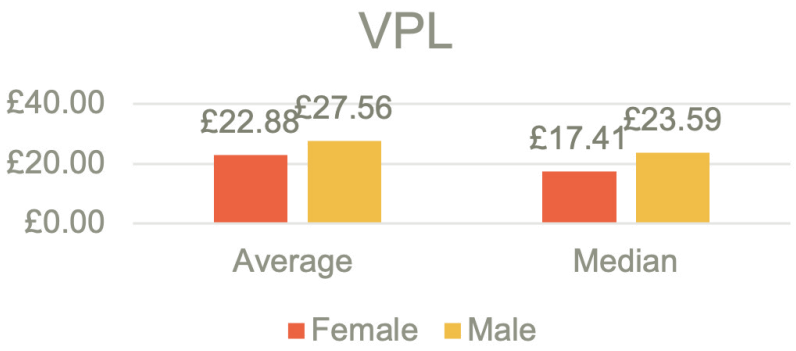
In 2025, 1557 females received a bonus vs 217 males.

Bonus reporting includes vets working in out-of-hours (OOH) roles where bonus constitutes a portion of remuneration at a higher rate than those not working in OOH roles. As there are a higher proportion of male vets in OOH roles this accounts for the difference in mean and median bonus.

# Legal entities – VPL




| | Headcount |
|---|---|
| Female | 210 |
| Male | 147 |
| Grand Total | 357 |




| | Average | Median | Pound |
|---|---|---|---|
| Female | £22.88 | £17.41 | £0.83 |
| Male | £27.56 | £23.59 | £1.00 |
| Pay Gap | 16.99% | 26.20% | 16.99% |

| | Grand Total | Female | Male | F% | M% |
|---|---|---|---|---|---|
| Q1 | 89 | 53 | 36 | 59.55% | 40.45% |
| Q2 | 90 | 65 | 25 | 72.22% | 27.78% |
| Q3 | 89 | 49 | 40 | 55.06% | 44.94% |
| Q4 | 89 | 43 | 46 | 48.31% | 51.69% |
| Grand Total | 357 | 210 | 147 | 58.82% | 41.18% |

| | Headcount | With Bonus | % Bonus | Average Bonus | Median |
|---|---|---|---|---|---|
| Female | 210 | 8 | 3.81% | £1,870.25 | £1,560.00 |
| Male | 147 | 6 | 4.08% | £3,608.33 | £4,000.00 |
| Grand Total | 357 | 14 | 3.92% | | |
| Paygap | | | | 48.17% | 61.00% |

The 2025 gender pay gap analysis for VetPartners Limited highlights a continuing disparity in pay between male and female employees, although there are signs of gradual improvement. Overall, the mean gender pay gap is 16.99%, down from 18.47% in 2024, indicating positive movement toward greater pay equity. The median pay gap is higher at 26.20%, showing that differences remain more pronounced at the midpoint of earnings. The workforce composition shows a moderately higher proportion of females, with 210 female employees (59%) and 147 male employees (41%), out of a total headcount of 357. Across pay quartiles, females hold the majority of roles in Quartiles 1, 2, and 3, with representation of 59.55%, 72.22%, and 55.06% respectively. However, in Quartile 4 the highest-paid segment male representation is slightly higher at 51.69%, although this has improved, with female representation increasing by 1.88% since 2024.

Signatures of the directors

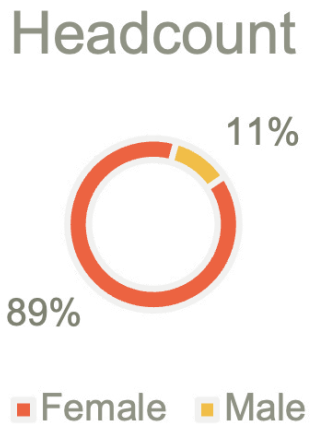


Jo Malone,

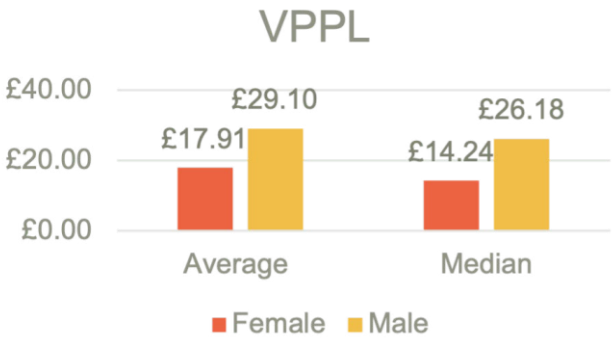


Mark Stanworth,

# Legal entities – VPPL




| | Headcount |
|---|---|
| Female | 2303 |
| Male | 291 |
| Grand Total | 2594 |




| | Average | Median | Pound |
|---|---|---|---|
| Female | £17.91 | £14.24 | £0.62 |
| Male | £29.10 | £26.18 | £1.00 |
| Pay Gap | 38.45% | 45.61% | 38.45% |

| | Grand Total | Female | Male | F% | M% |
|---|---|---|---|---|---|
| Q1 | 648 | 609 | 39 | 93.98% | 6.02% |
| Q2 | 649 | 622 | 27 | 95.84% | 4.16% |
| Q3 | 649 | 594 | 55 | 91.53% | 8.47% |
| Q4 | 648 | 478 | 170 | 73.77% | 26.23% |
| Grand Total | 2594 | 2303 | 291 | 88.78% | 11.22% |

| | Headcount | With Bonus | % Bonus | Average Bonus | Median |
|---|---|---|---|---|---|
| Female | 2303 | 756 | 32.83% | £1,022.92 | £138.50 |
| Male | 291 | 81 | 27.84% | £2,813.35 | £237.00 |
| Grand Total | 2594 | 837 | 32.27% | | |
| Paygap | | | | 63.64% | 41.56% |

The 2025 gender pay gap analysis for VPPL (VetPartners Practices Limited) highlights a significant gender pay disparity, although there has been some gradual improvement over time. The mean gender pay gap stands at 38.45%, representing a reduction of 4.13% since 2022. The median pay gap is higher at 45.61%, indicating that pay differences are particularly pronounced around the midpoint of earnings. The workforce is predominantly female, with 2,303 women (89%) and 291 men (11%) out of a total of 2,594 employees. Despite this, the distribution across pay quartiles shows a concentration of male employees in higher-paying roles. Females make up the majority in all quartiles, with particularly high representation in Quartiles 1 to 3. However, in Quartile 4, female representation drops to 73.77%, while male representation rises to 26.23%. This reflects a notable increase in the proportion of males in the highest-paid roles and a decrease in female representation in this quartile of 1.30% compared to 2024. In summary, while VPPL has made some progress in reducing the mean gender pay gap, a  gap remains. The data indicates that the disparity is largely driven by the underrepresentation of women in the highest-paid roles. Continued focus on progression, representation in senior roles, and equitable reward structures will be key to reducing the gap further.

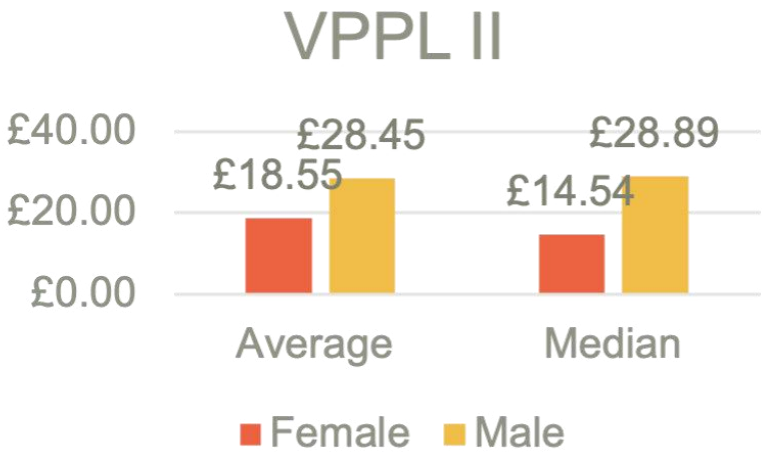
Signatures of the directors

Jo Malone,

Mark Stanworth,

# Legal entities – VPPL II

| | Headcount |
|---|---|
| Female | 472 |
| Male | 63 |
| Grand Total | 535 |




| | Average | Median | Pound |
|---|---|---|---|
| Female | £18.55 | £14.54 | £0.65 |
| Male | £28.45 | £28.89 | £1.00 |
| Pay Gap | 34.78% | 49.68% | 34.78% |

| | Grand Total | Female | Male | F% | M% |
|---|---|---|---|---|---|
| Q1 | 133 | 125 | 8 | 93.98% | 6.02% |
| Q2 | 134 | 133 | 1 | 99.25% | 0.75% |
| Q3 | 134 | 117 | 17 | 87.31% | 12.69% |
| Q4 | 134 | 97 | 37 | 72.39% | 27.61% |
| Grand Total | 535 | 472 | 63 | 88.22% | 11.78% |

| | Headcount | With Bonus | % Bonus | Average Bonus | Median |
|---|---|---|---|---|---|
| Female | 472 | 168 | 35.59% | £693.64 | £369.00 |
| Male | 63 | 21 | 33.33% | £1,680.14 | £535.00 |
| Grand Total | 535 | 189 | 35.33% | | |
| Paygap | | | | 58.72% | 31.03% |

In VetPartners Practices Limited II, the 2025 gender pay gap analysis shows a mean pay gap of 34.78%, reflecting a 2.87% improvement since 2022. While progress has been made, the data indicates that structural differences in role distribution continue to influence overall pay outcomes.

Women make up the majority of the workforce, representing 88.22% of employees. Despite this, the distribution across pay quartiles reveals a notable imbalance at the highest pay levels. In Quartiles 1 to 3, female representation remains consistently high ranging from 87% to 99%, but in Quartile 4, which contains the highest-paid roles, female representation drops to 72.39%. This marks a 1.28% decrease compared with 2024, while male representation in this quartile remains significantly higher than in the others.

Overall, the findings highlight that while women form the majority of the workforce, men remain disproportionately represented in the highest-paying roles, which continues to drive the pay and bonus gaps. VetPartners Practices Limited II acknowledges these disparities and remains committed to ongoing efforts to support equitable progression, enhance representation in senior roles, and continue closing the gender pay gap.

Signatures of the directors



Jo Malone,



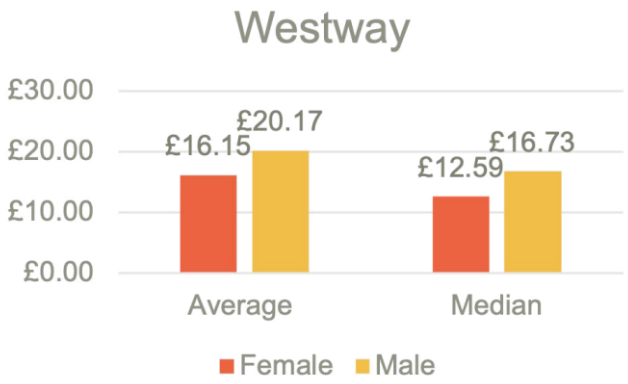
Mark Stanworth,

# Legal entities

## Westway veterinary centres limited




| | Headcount |
|---|---|
| Female | 246 |
| Male | 16 |
| Grand Total | 262 |




| | Average | Median | Pound |
|---|---|---|---|
| Female | £16.15 | £12.59 | £0.80 |
| Male | £20.17 | £16.73 | £1.00 |
| Pay Gap | 19.93% | 24.78% | 19.93% |

| | Grand Total | Female | Male | F% | M% |
|---|---|---|---|---|---|
| Q1 | 65 | 63 | 2 | 96.92% | 3.08% |
| Q2 | 66 | 62 | 4 | 93.94% | 6.06% |
| Q3 | 66 | 65 | 1 | 98.48% | 1.52% |
| Q4 | 66 | 56 | 9 | 86.15% | 13.85% |
| Grand Total | 262 | 246 | 16 | 93.89% | 6.11% |

At Westway Veterinary Centres Limited, our workforce is predominantly female, with women representing 246 of our 262 employees (93.89%), while men account for 16 employees (6.11%). This distribution is reflected consistently across all pay quartiles, where female representation remains above 86% in every band. This results is a mean gender pay gap of 19.93% and a median pay gap of 24.78%. We are encouraged to report that our mean gender pay gap has reduced to 19.93%, down from 22.14% in 2024, representing a decrease of 2.21%. This indicates positive progress in addressing pay disparities. The gender pay gap at Westway is influenced by the structure of our workforce, particularly the underrepresentation of males and the distribution of roles across pay bands. We remain committed to continuing our efforts to reduce this gap by promoting equality, reviewing pay practices, and supporting career development opportunities for all employees.

Signatures of the directors

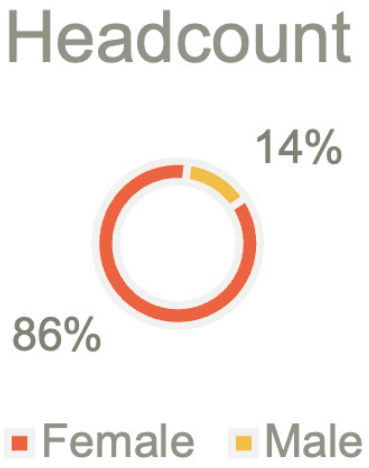


Jo Malone,

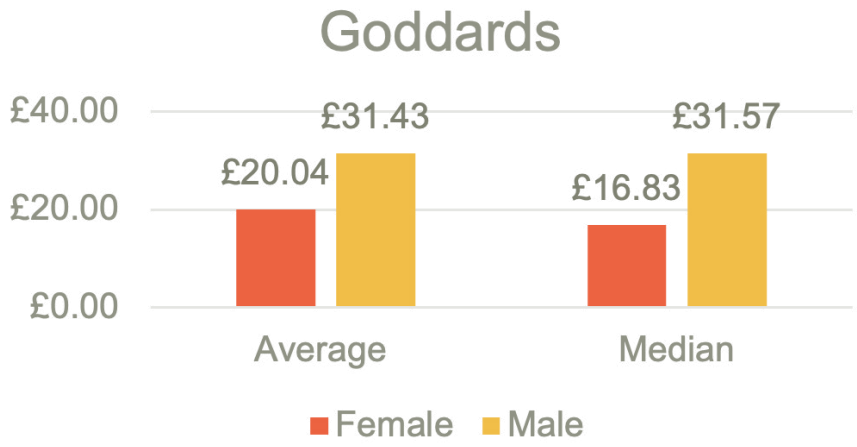


Mark Stanworth,

# Goddard Veterinary Group




| | Headcount |
|---|---|
| Female | 477 |
| Male | 75 |
| Grand Total | 552 |




| | Average | Median | Pound |
|---|---|---|---|
| Female | £20.04 | £16.83 | £0.64 |
| Male | £31.43 | £31.57 | £1.00 |
| Pay Gap | 36.25% | 46.70% | 36.25% |

| | Grand Total | Female | Male | F% | M% |
|---|---|---|---|---|---|
| Q1 | 138 | 132 | 6 | 95.65% | 4.35% |
| Q2 | 138 | 123 | 15 | 89.13% | 10.87% |
| Q3 | 138 | 127 | 11 | 92.03% | 7.97% |
| Q4 | 138 | 95 | 43 | 68.84% | 31.16% |
| Grand Total | 552 | 477 | 75 | 86.41% | 13.59% |

At Goddard Veterinary Group, our workforce is predominantly female, with women comprising 477 of our 552 employees (86.41%), while men account for 75 employees (13.59%). This distribution is reflected across all pay quartiles, although male representation increases in the upper quartile, where men make up 31.16% of employees. This results in a mean gender pay gap of 36.25% and a median pay gap of 46.70%.The gender pay gap at Goddard Veterinary Group is influenced by the structure of our workforce, including the underrepresentation of men overall but a higher proportion of men in more senior or higher-paid roles. We are committed to understanding the drivers behind this increase and to taking steps to promote greater pay equality, including reviewing career progression, pay structures, and development opportunities for all employees.

Signatures of the directors



Jo Malone,



Mark Stanworth,