



# Gender Pay Gap Report

5 APRIL 2025



little  
MOONS





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# About this Report

At **Little Moons**, we're proud to be a growing, values-led business built on fairness, transparency and doing things the right way. As a **B Corp**, we believe these principles should show up not just in what we say, but in how we operate - including how we pay and support our people.

This report sets out our **Gender Pay Gap** as of **5 April 2025**, in line with the Equality Act 2010 requirement. It explains **what our data shows, why our gender pay gap exists, and what we're doing to continue making progress.**

The **gender pay gap** is the difference between the **average hourly pay of men and women across the whole business**. It is **not the same as equal pay**, which is about paying people equally for the same or similar roles. At Little Moons, we are confident that **men and women are paid equally for equivalent roles**. Our gender pay gap exists because of **how men and women are represented across different roles and levels**, particularly at more senior positions.

Throughout this report, we sometimes refer to two broad groups within Little Moons:

- **Supporters** – our office-based employees
- **Movers & Maker's (M&M's)** – our factory-based employees

**To help make the data easier to understand:**

- A **positive** % means men earn more on average than women
- A **negative** % means women earn more on average than men
- The **mean** shows the overall average pay
- The **median** shows the midpoint, where half earn more and half earn less

We publish this information openly because understanding our gender pay gap helps us focus on what matters most: **creating fair access to opportunity, supporting progression at all levels, and continuing to build an inclusive workplace where everyone can thrive at Little Moons.**



# A Snapshot



## Median Pay Gap

6.1%

## Mean Pay Gap

2.4%

## Median Bonus Gap

0%

## Mean Bonus Gap

4%

## Workforce Split

Female: 46%

Male: 54%

## Proportion of Employees by Quartile

|                |                       |
|----------------|-----------------------|
| Lower Quartile | Female 47%   Male 53% |
| Lower-Middle   | Female 53%   Male 47% |
| Upper-Middle   | Female 42%   Male 58% |
| Upper Quartile | Female 47%   Male 53% |

## Why the Gap Exists

- Our mean gender pay gap has reduced significantly this year, with a reduction of 9.5% to 2.4%.
- This reflects a more balanced distribution of men and women across the business, particularly at more senior levels.
- While progress has been made, we recognise that some imbalance remains in our upper quartiles. We are committed to continuing this progress by improving representation at all levels.

## Actions We Are Taking

- We are continuing to focus on fair and consistent processes across hiring, pay and progression.
- We will continue to build gender balance at senior levels, while also strengthening our pipeline and focus on supporting more women into first appointment leadership roles.

## Progress Since 2024

### Median Pay Gap

2024: 0.5%

Improvement

### Mean Pay Gap

2024: 9.5%

Improvement

**Compliance Statement:** This report has been prepared in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. We confirm that the data is accurate and has been calculated using the prescribed methodology.

# Our Results: Whole Company

This includes all full-time and part-time employees

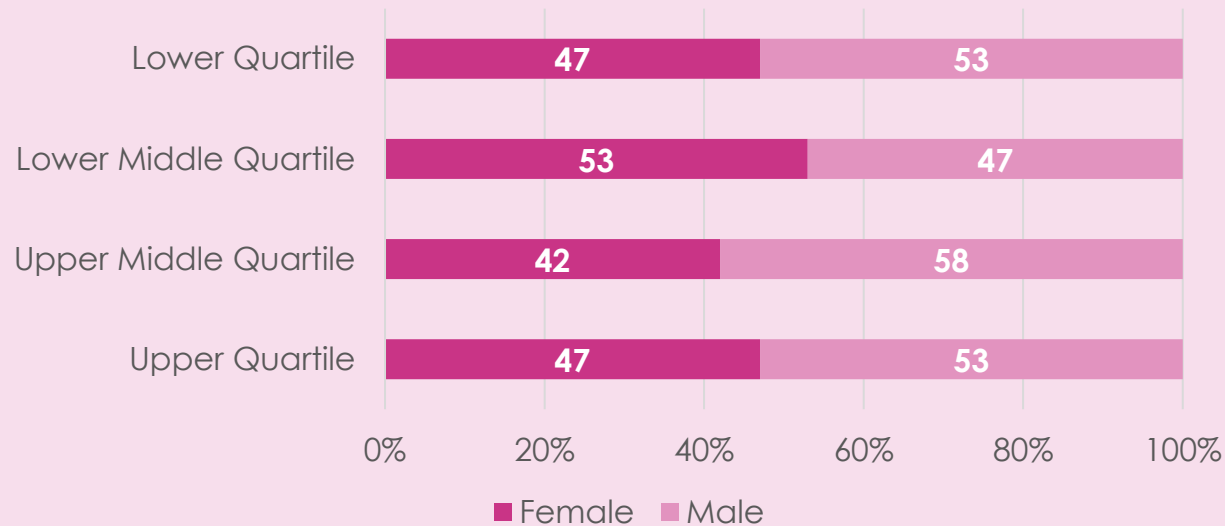


# Ordinary Pay: Whole Company Overview

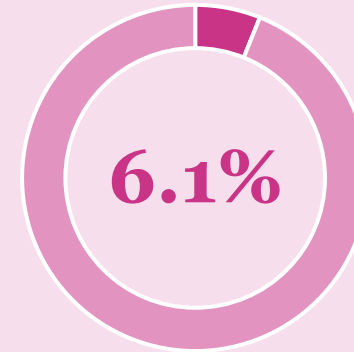
As of 5 April 2025

| Gender | Total |
|--------|-------|
| Female | 46%   |
| Male   | 54%   |

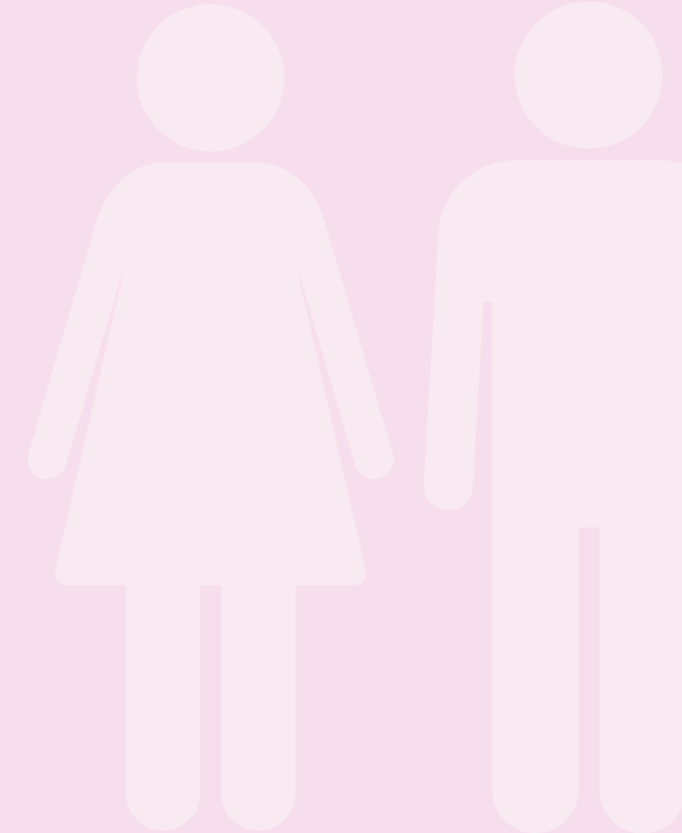
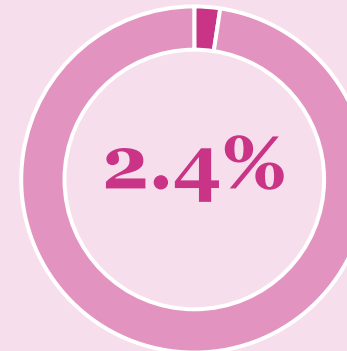
### Proportion of Male and Female in each Pay Quartile



### Median Pay Gap



### Mean Pay Gap



\*For context, the median gender pay gap in the UK (inc. part-time) in April 2025 was 12.8% (ONS)

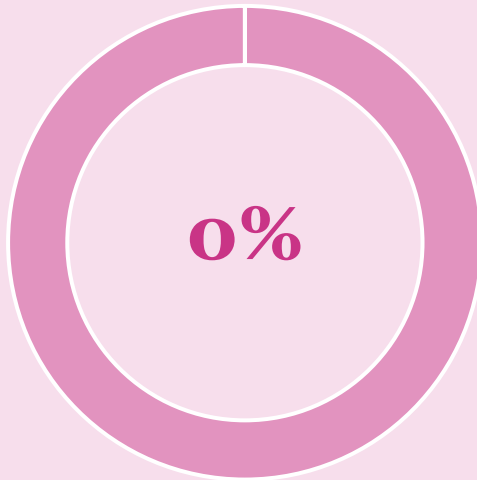
# Ordinary Pay: Whole Company

## Bonus Pay

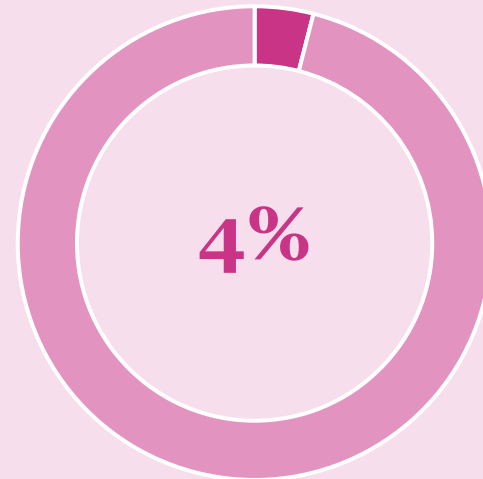
2025 (12-months)



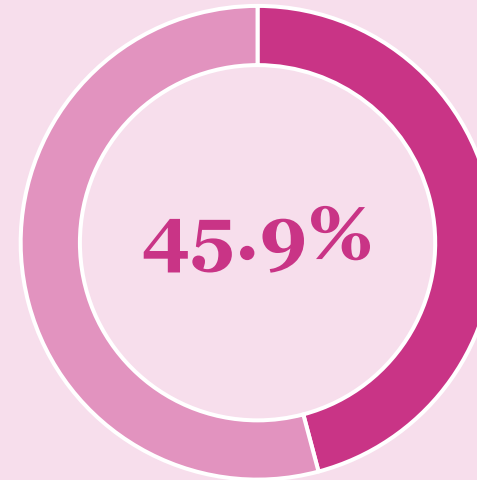
Median Bonus Gap



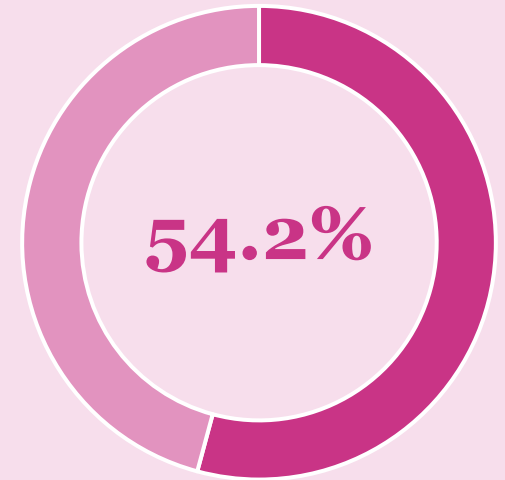
Mean Bonus Gap



Proportion of Bonus Pay



Female



Male

# Our Results: Supporters

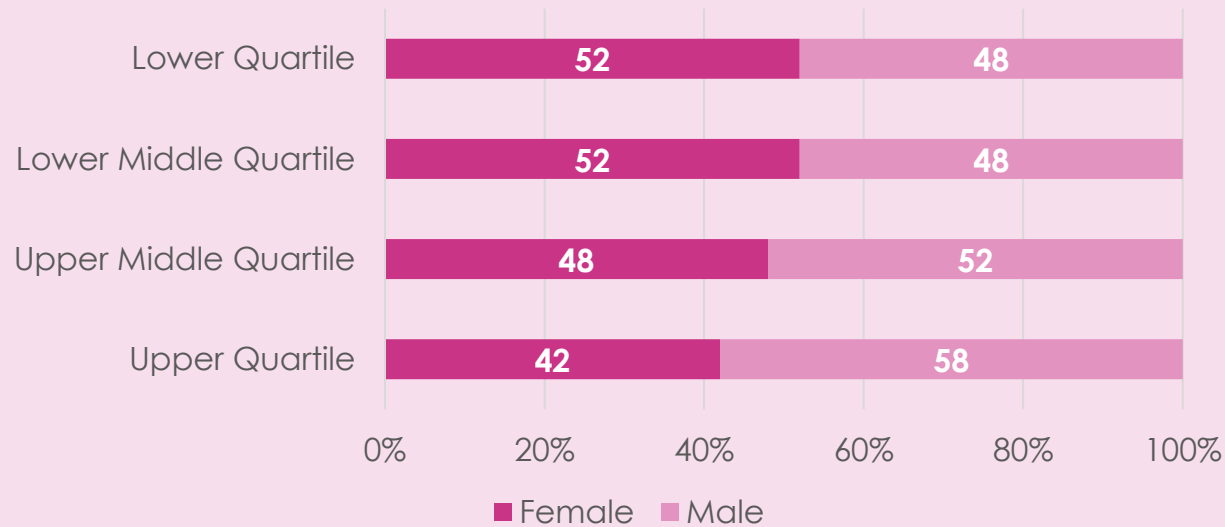
This includes our office based employees



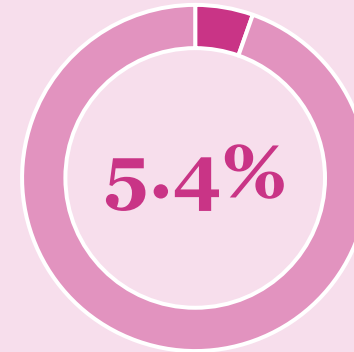
# Ordinary Pay: Supporters Overview

As of 5 April 2025

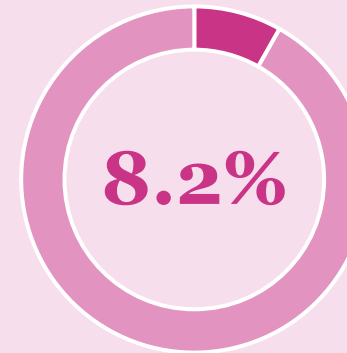
### Proportion of Male and Female in each Pay Quartile



### Median Pay Gap



### Mean Pay Gap



| Gender | Total |
|--------|-------|
| Female | 49%   |
| Male   | 51%   |



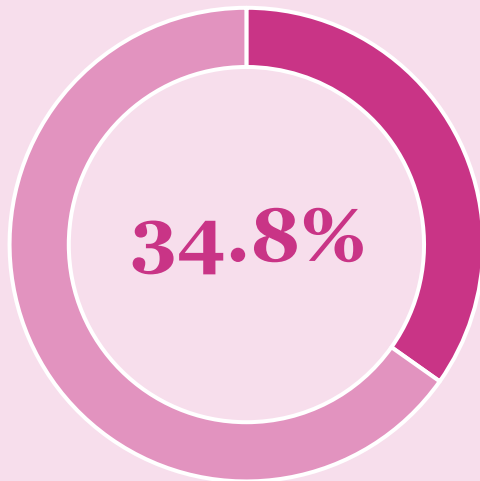
\*For context, the median gender pay gap in the UK in April 2025 was 12.8% (ONS)

# Ordinary Pay: Supporters

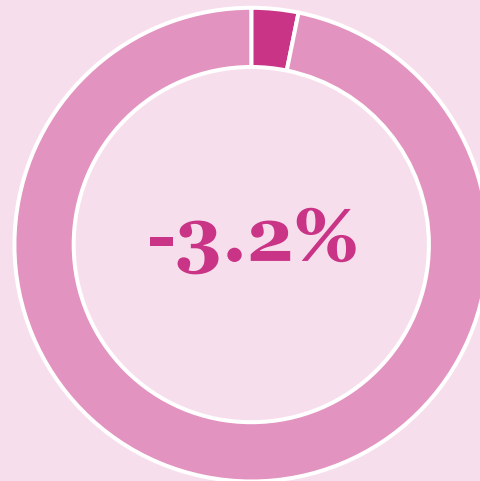
## Bonus Pay

2025 (12-months)

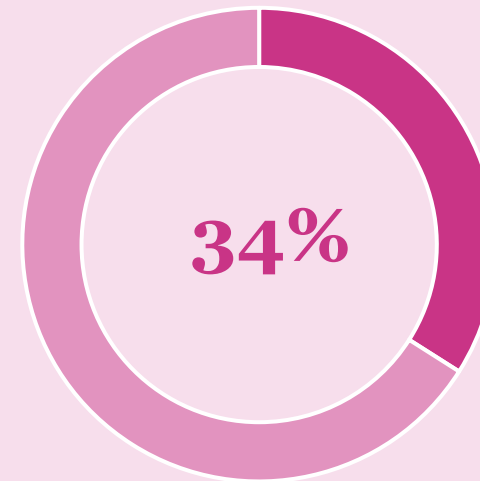
Median Bonus Gap



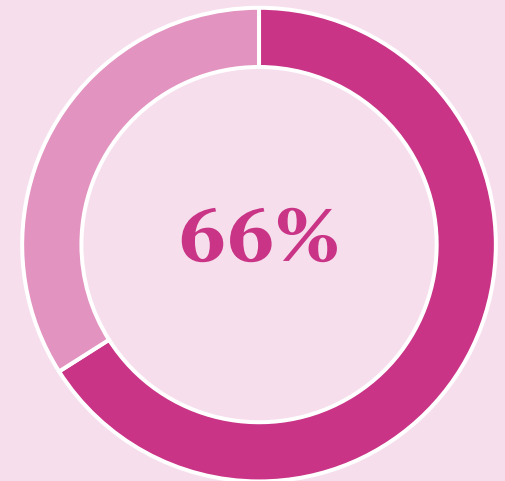
Mean Bonus Gap



Proportion of Bonus Pay



Female



Male

# Our Results: M&M's

This includes our factory based employees

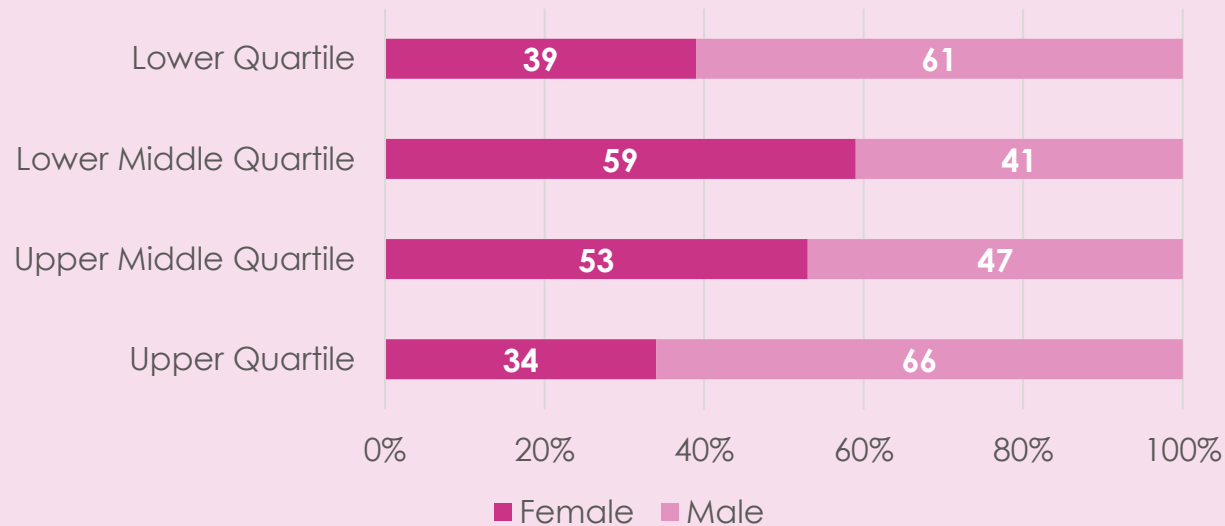


# Ordinary Pay: M&M's Overview

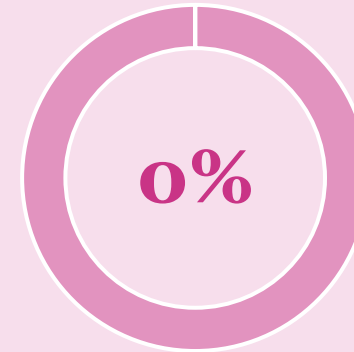
As of 5 April 2025

| Gender | Total |
|--------|-------|
| Female | 44%   |
| Male   | 56%   |

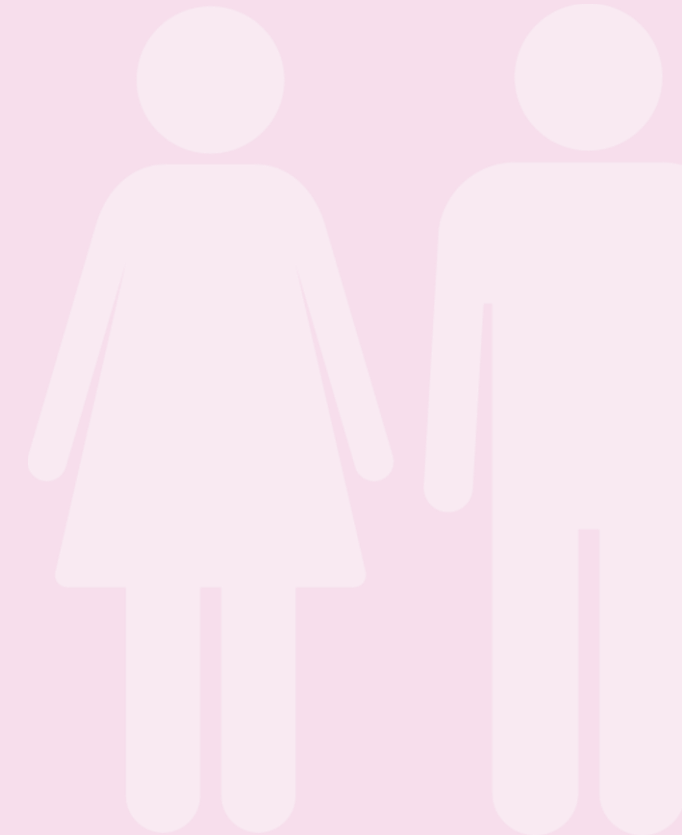
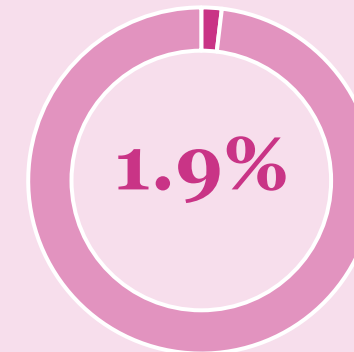
### Proportion of Male and Female in each Pay Quartile



### Median Pay Gap



### Mean Pay Gap

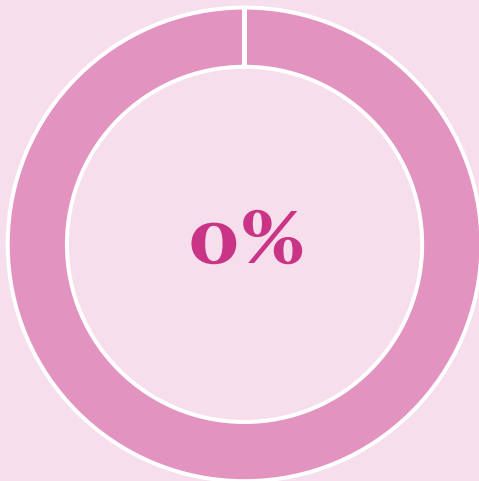


\*For context, the median gender pay gap in the UK in April 2025 was 12.8% (ONS)

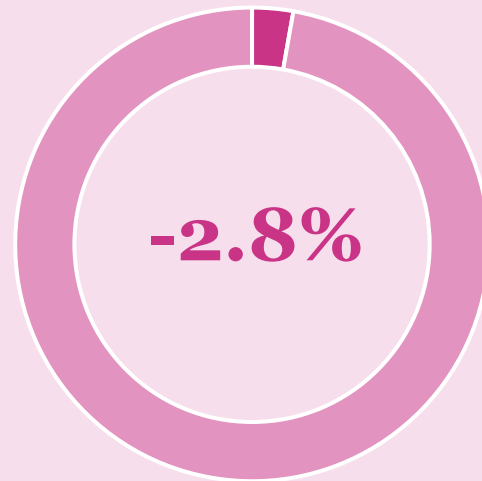
# Ordinary Pay: M&M's Bonus Pay

2025 (12-months)

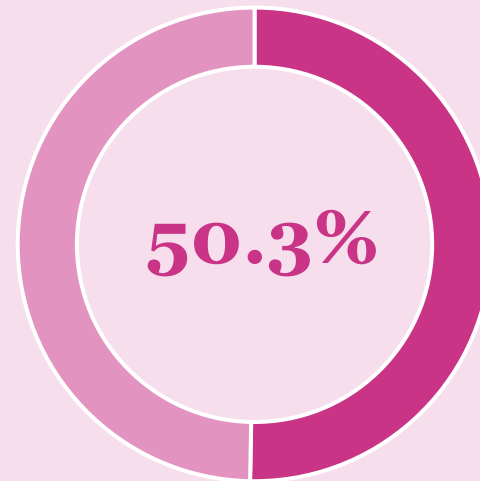
Median Bonus Gap



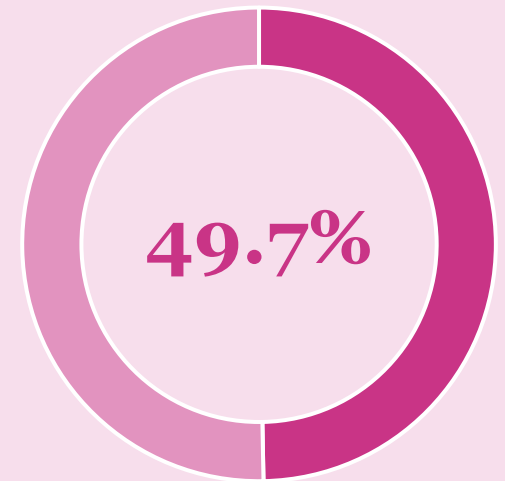
Mean Bonus Gap



Proportion of Bonus Pay



Female



Male

# Supporting Comments

- **At Little Moons, pay is set based on role and performance** and we are confident that **men and women are paid equally for like-for-like work** across the business.
- This year, we have seen a **significant reduction in our gender pay gap**. Our mean pay gap has reduced from 11.9% in 2024 to 2.4% in 2025, while our median pay gap has reduced slightly from 6.6% to 6.1%.
- The reduction in the mean gap reflects a **more balanced distribution of men and women across the organisation**, particularly at more senior levels. While there is still some male skew in the upper pay quartiles, the overall spread across all quartiles is now more even than in previous years, which has driven this improvement.
- Looking across the business, our M&M population shows a balanced position, with a median pay gap of 0% and a mean gap of 1.9%, both below the overall company figure. In our Supporter population, a mean gap of 8.2% remains higher than the company average, reflecting a higher proportion of men in more senior roles. However, the median gap at 5.4% is lower than the company figure, indicating a more balanced position at the midpoint.
- This year's bonus data is predominately influenced by a **one-off retention bonus payment for our M&M's**, following the decision to keep our London factory open. The overall median bonus gap remains at 0%, and the mean bonus gap has reduced significantly from 21.4% to 4%.
- Overall, this is a **meaningful step forward** however, we recognise there is more to do. While progress has been made at senior levels, with a more balanced distribution than in previous years, some male skew remains in the highest pay quartile. In addition, our analysis suggests that the gap is more likely to emerge at the point where employees move into management roles.
- Our focus is therefore twofold, continuing to **improve gender representation at senior levels**, while **strengthening the pipeline and supporting more women into leadership roles**. This includes ensuring fair and transparent progression pathways, supporting the development of our future leaders and maintaining a strong focus on inclusive hiring and promotion practices.

**Thank you**

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