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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 2024, our gender pay gap continues to improve. Our total mean gender pay gap stands at 33.52%, reflecting an improvement of 1.09% from the previous year, while our median gap is 39.39%, an improvement of 0.61%. The veterinary profession has undergone a remarkable transformation over the last 30 years, with women now accounting for almost 70% 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 veterinary surgeons who have graduated since 2000, the median pay gap is just 1.04%, demonstrating greater equity in recent years. Additionally, 52% of our workforce consists of roles such as animal care assistants, receptionists, and nurses, where the gender pay gap is either non-existent or in favour 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 recognise 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 1% in 2024 vs 2023.
- We are seeing movement in our quartiles with more female colleagues joining the upper quartile in 2024 (+1% compared to last year) and more males joining the lower quartiles. This follows an increase of 2% female reported in the upper quartile in 2023.
- **52% of our roles are animal care assistant, receptionist and veterinary nurse within these roles the is either no median gender pay gap, or the gap is in favour of females.**
- Compared to 2023, the average pay gap between our overall veterinary surgeon population (inclusive of graduates and clinical directors) reduced by 1.2%, vs 2023, following a 1% decrease in 2022. The median pay gap for all veterinary surgeons (16.07%) is similar to the median across all reporting organisations in 2024 (13.1%).
- **For veterinary surgeons (excluding graduate vets and clinical directors) the mean pay gap (7.2%) is at the national reported figure (7.0%) and the median pay gap (6.3%) is significantly below the figure for the UK (13.1%).**
- **For veterinary surgeons under 40 years old, the mean (3.3%) and median (1.1%) pay gaps have reduced significantly** since 2022, when the mean (8.70%) and median (4.76%) pay gaps were significantly higher.
- **Comparing our graduate vets, the gender pay gap previously reported has been eliminated in 2024.**

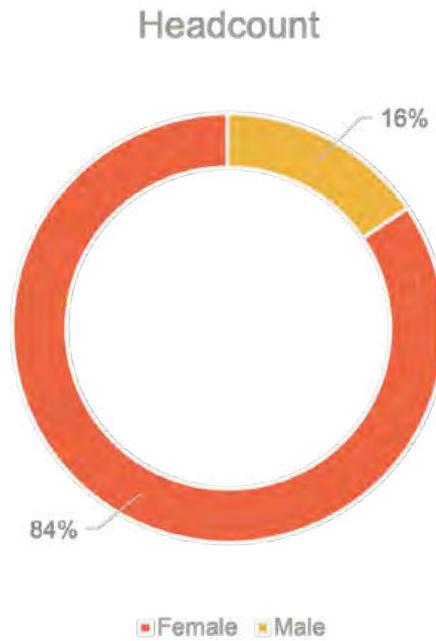


Our commitment to closing the gender pay gap

- We remain committed to fostering a fair, transparent and rewarding workplace for all our colleagues. As part of this, we have continued to benchmark salaries externally within the industry and refine our pay ranges to ensure a clear and transparent approach to pay and rewards. This enables both leaders and employees to better understand salary positioning within the range, encouraging greater consistency in base pay. In April 2024, we applied enhanced scrutiny to our annual pay review, with a particular focus on performance and pay differentials between men and women.
- Our investment in learning and development remains a key priority, with resources dedicated to both clinical and non-clinical training, including apprenticeship programs. Our veterinary graduate program continues to thrive, welcoming over 100 new graduates each year, supporting their growth and success in the profession.
- We are also advancing more varied and flexible career pathways to create greater opportunities for all employees, particularly those aspiring to progress into senior roles.
- We are proud to have achieved equal gender representation at the senior leadership level, with 50% of directors within VetPartners being female. This balance reflects our ongoing commitment to diversity, inclusion and career progression for all.

Demographics

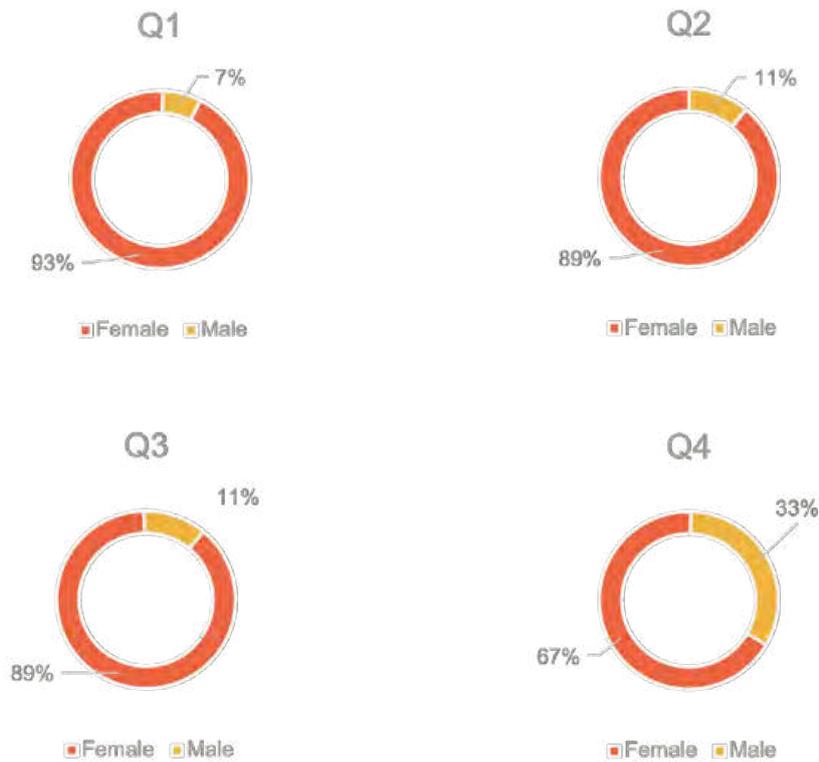
All our UK-based colleagues are included in the calculation. Our international colleagues are not included.



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.

Women take up most roles in the organisation; veterinary nurses, receptionists, animal care assistants and 70% of veterinary surgeons, this is reflected in the profession as a whole. In 2024 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.

They show 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, receptionist and veterinary nurse.

The fourth quartile shows a higher mix of males than in the lower three quartiles, however this has decreased by 1% vs 2023 with more females in this quartile in 2024.

All colleagues

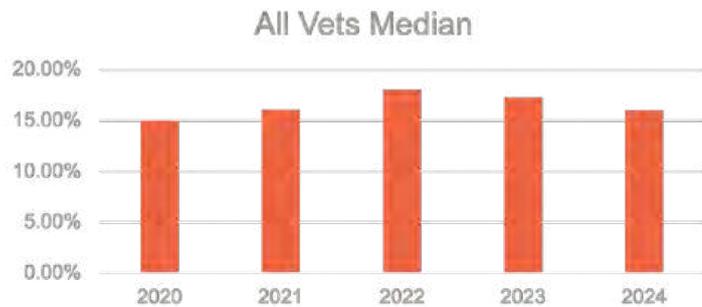
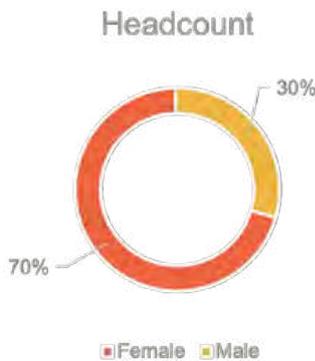
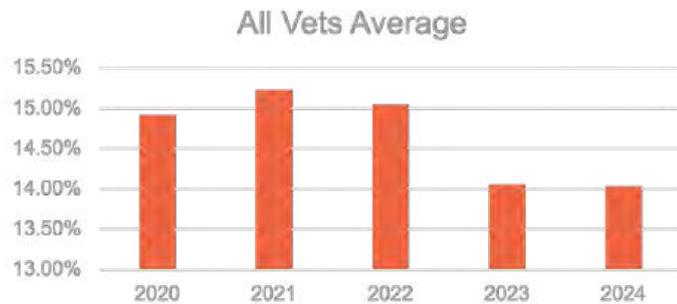
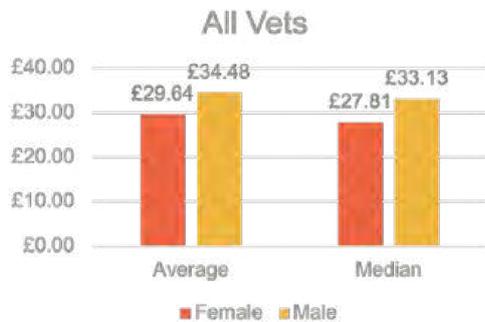


	Average	Median	Pound
Female	£17.70	£14.13	£0.66
Male	£26.62	£23.32	£1.00
Pay Gap	33.52%	39.39%	33.52%

Our mean and median gap remain tilted towards our male colleagues, with a mean pay gap of 33.52% closing the gap by 1.09% since 2023 and a median gap of 39.39% closing the gap by 1.45% since 2023.

While VetPartners' pay gap remains significant, it is encouraging to see that we are closing the gap year on year, as it **has fallen by 7.61% since 2020**.

All veterinary surgeons



	Average	Median	Pound
Female	£29.64	£27.81	£0.86
Male	£34.48	£33.13	£1.00
Pay Gap	14.04%	16.07%	14.04%

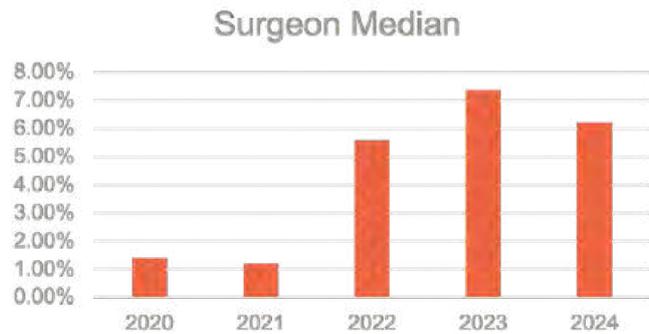
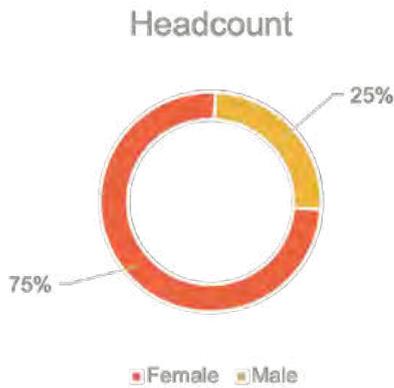
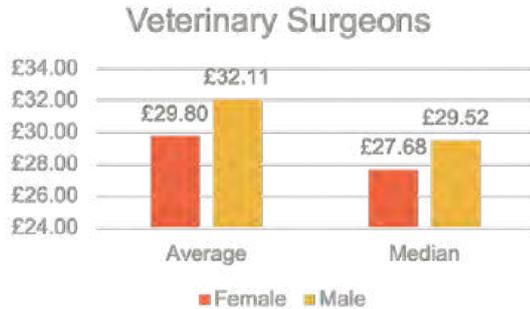
When comparing all vets regardless of years in the industry or seniority, our mean pay gap is 14.04%, which has been static since 2023, and median gap 16.07%, an improvement of 1.20% on last year. The median pay gap for all veterinary surgeons is similar to the median across all reporting organisations in 2024.

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 70% female gender mix. The female proportion of vets has grown by a further 1% year on year.

These data show that we have a much smaller differential than the overall company median of 39.39% vs veterinary surgeons’ median gap of 16.07%.

The median all vets pay gap has closed by 1.2% and vs 2023.

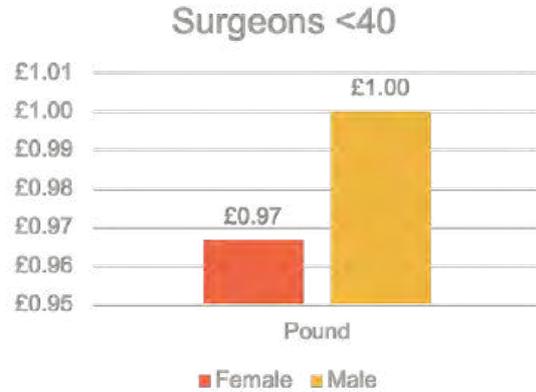
Veterinary surgeons (excluding graduates and clinical directors)



	Average	Median	Pound
Female	£29.80	£27.68	£0.93
Male	£32.11	£29.52	£1.00
Pay Gap	7.20%	6.23%	7.20%

When comparing veterinary surgeons (excluding graduates and clinical directors) **our mean pay gap is 7.20%, improving 1.38% compared to 2023 (8.58%) and median gap of 6.23% compared to 2023 (7.39%)**. Removing the outliers shows a truer representation of the veterinary surgeons' gap.

Veterinary surgeons (under 40 vs 40 years old)



Mean	<40	>40
Female	£27.99	£34.05
Male	£28.95	£36.27
Pay Gap	3.3%	6.1%

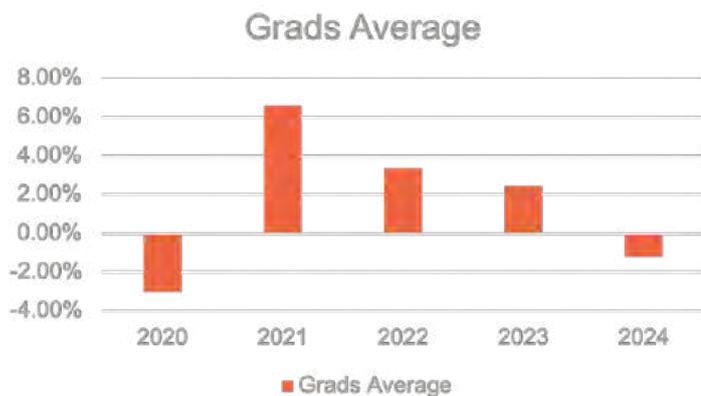
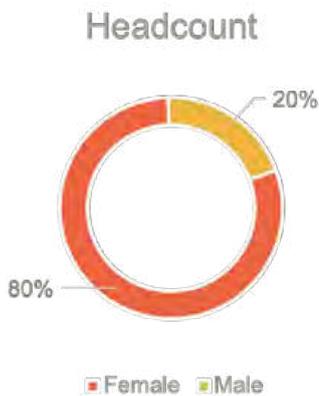
Median	<40	>40
Female	£25.24	£31.50
Male	£25.50	£34.06
Pay Gap	1.1%	7.5%

If we compare our vets based on seniority, we can see that the pay gap in the pound is 3p for those under 40.

Mean pay gap <40 decreased from 7.66% (2023) to 3.3% in 2024, and median pay gap reduced by 0.94% compared to 2023.

The median gap for the under 40s is 1.1% , vs 7.5% for those over 40.

Graduate vets

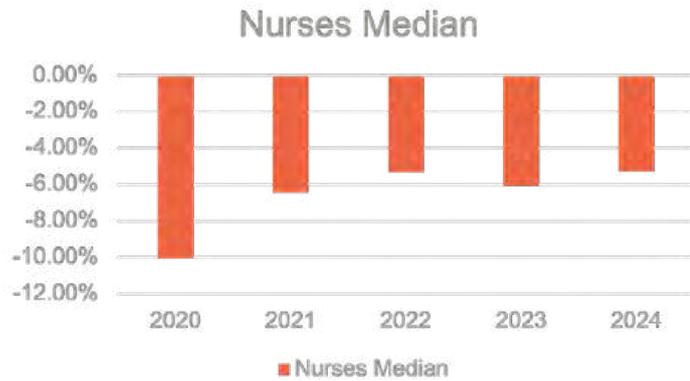
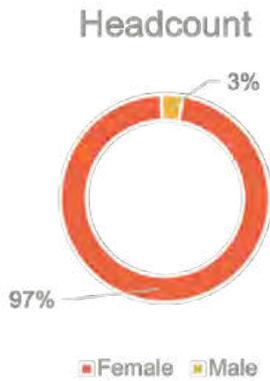
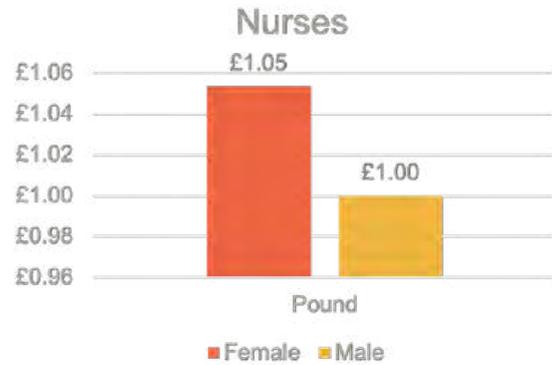


	Average	Median	Pound
Female	£17.98	£17.75	£1.01
Male	£17.76	£17.40	£1.00
Pay Gap	-1.23%	-2.03%	-1.23%

Our graduate vets have reversed the pay gap, with females having a net mean pay increase of 1.23% over male graduate vets in 2024 compared to 2023.

This has eliminated the 2.44% pay gap reported in 2023, a net swing of 3.67% 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 6.61% for female graduate vets compared to male graduate vets.

Veterinary nurses



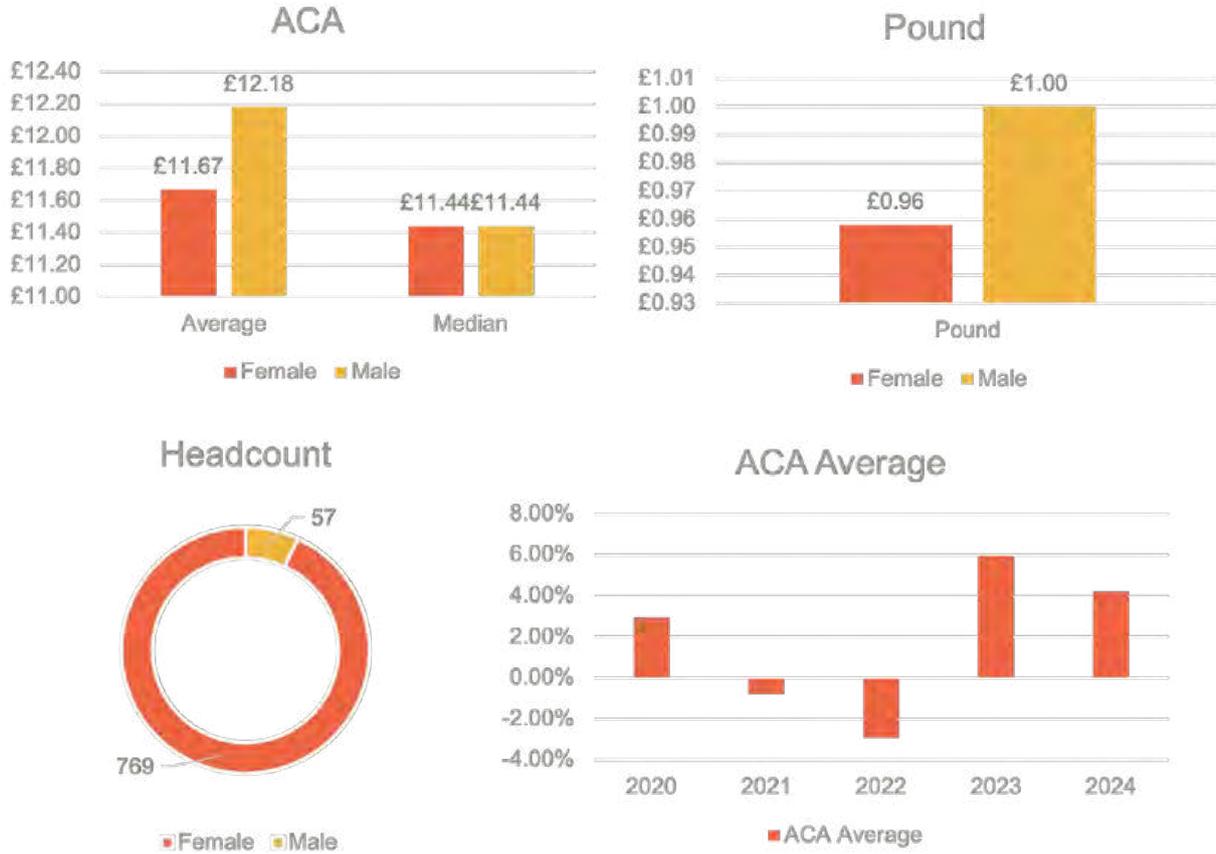
	Average	Median	Pound
Female	£14.83	£14.46	£1.05
Male	£14.08	£13.74	£1.00
Pay Gap	-5.35%	-5.27%	-5.35%

Our mean gap for veterinary nurses remains tilted towards females, with a gap of 5.35%.

The median pay gap is still in favour of our female colleagues by 5.27%.

Female veterinary nurses are earning £1.05 vs the male veterinary nurses, who are earning £1.

Animal care assistant

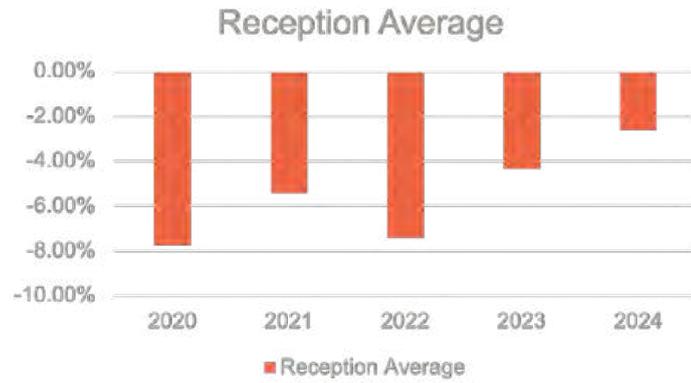
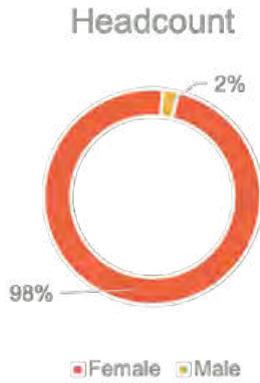


	Average	Median	Pound
Female	£11.67	£11.44	£0.96
Male	£12.18	£11.44	£1.00
Pay Gap	4.21%	0.00%	4.21%

We are pleased to report no median pay gap for animal care assistants.

The mean gap is in favour of males by 4.21%. This is driven by the male population over 40 years old in the animal care assistant roles.

Receptionists

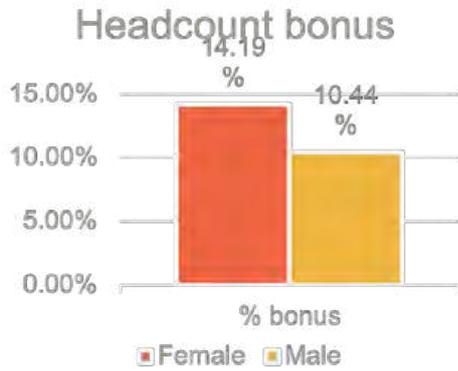


	Average	Median	Pound
Female	£11.93	£11.55	£1.03
Male	£11.63	£11.44	£1.00
Pay Gap	-2.61%	0.96%	-2.61%

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

Reception team colleagues have a 2.61% pay gap in favour of our female colleagues, taking the lead on hourly pay at £1.03 vs male @ £1, and a median gender pay gap of -2.61%.

Bonus

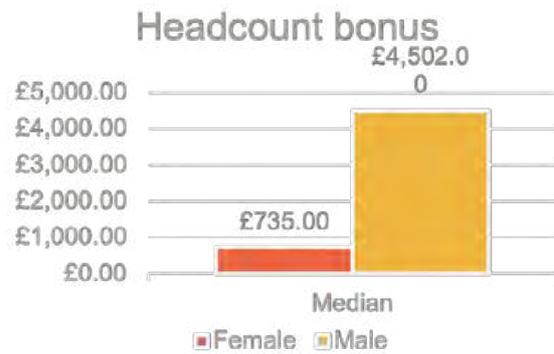


	Headcount	With Bonus	% Bonus	Average Bonus	Median
Female	7196	1021	14.19%	£1,119.00	£255.00
Male	1332	139	10.44%	£3,652.45	£1,500.00
Pay Gap	8528	1160	13.60%		
Pay Gap				69.36%	83.00%

In 2024, 1021 females received a bonus vs 139 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 much of the difference in mean and median bonus.

Bonus farm vets



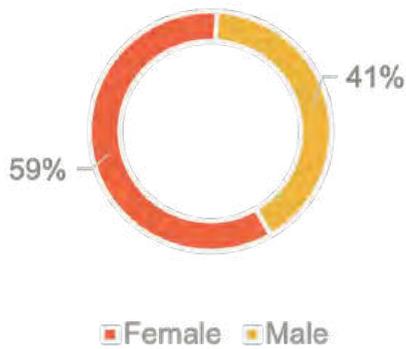
	Headcount	With Bonus	% Bonus	Average Bonus	Median
Female	386	33	8.55%	£3,676.52	£735.00
Male	151	24	15.89%	£7,907.21	£4,502.00
Pay Gap	537	57	10.61%		
Pay Gap				53.50%	83.67%

Farm animal practice demonstrates some of the historic issues with how farm practices are structured and senior farm vets are remunerated. A higher proportion of male farm vets are in senior roles and thus eligible for bonus payments.

As with all other statistics reported for VetPartners, this gender pay gap will improve significantly in the next few years as more senior roles in farm practice are filled by female vets.

Legal entities - VPL

Headcount



	Headcount
Female	199
Male	137
Grand Total	336

VetPartners Ltd



	Average	Median	Pound
Female	£21.95	£16.50	£0.82
Male	£26.92	£23.08	£1.00
Pay Gap	18.47%	28.49%	18.47%

	Grand Total	Female	Male	F%	M%
Q1	84	54	30	64.29%	35.71%
Q2	84	61	23	72.62%	27.38%
Q3	84	45	39	53.57%	46.43%
Q4	84	39	45	46.43%	53.57%
Grand Total	336	199	137	59.23%	40.77%

	Headcount	With Bonus	% Bonus	Average Bonus	Median
Female	7196	1076	14.95%	£1,278.64	£294.00
Male	1332	179	13.44%	£6,878.86	£1,750.00
Grand Total	8528	1255	14.72%		
Paygap				81.41%	83.20%

VetPartners Limited, has a mean pay gap of 18.47%.

Quartiles 1, 2 and 3 Females hold the higher percentage of roles. Quartile 4 has seen an improvement of 1.38% in females over 2023

Signatures of the directors

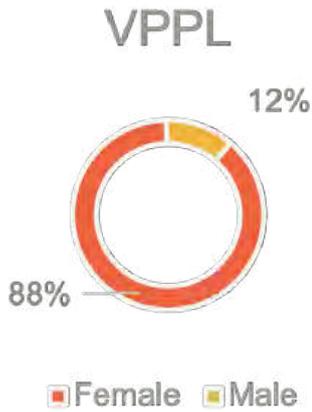
Jo Malone,



Mark Stanworth,



Legal entities - VPPL



	Headcount
Female	2401
Male	318
Grand Total	2719



	Average	Median	Pound
Female	£17.61	£13.72	£0.61
Male	£28.88	£26.47	£1.00
Pay Gap	39.02%	48.17%	39.02%

	Grand Total	Female	Male	F%	M%
Q1	679	644	35	94.85%	5.15%
Q2	680	646	34	95.00%	5.00%
Q3	680	625	55	91.91%	8.09%
Q4	680	486	194	71.47%	28.53%
Grand Total	2719	2401	318	88.30%	11.70%

	Headcount	With Bonus	% Bonus	Average Bonus	Median
Female	2401	768	31.99%	£1,259.85	£230.50
Male	318	110	34.59%	£4,166.56	£1,483.50
Grand Total	2719	878	32.29%		
Paygap				69.76%	84.46%

In VetPartners Practices Limited we have a mean pay gap of 39.02%. This gap has closed by 3.56% since 2022.

As you can see, the four quartiles are aligned with the veterinary industry, showing a significant increase in males in the fourth quartile, though female representation in Q4 increased by 1.16% compared to 2023.

Signatures of the directors

Jo Malone,



Mark Stanworth,



Legal entities - VPPL II

	Average	Median	Pound
Female	£17.79	£14.00	£0.67
Male	£26.73	£27.12	£1.00
Pay Gap	33.45%	48.37%	33.45%

	Headcount
Female	475
Male	64
Grand Total	539

	Average	Median	Pound
Female	£17.79	£14.00	£0.67
Male	£26.73	£27.12	£1.00
Pay Gap	33.45%	48.37%	33.45%

	Grand Total	Female	Male	F%	M%
Q1	134	124	10	92.54%	7.46%
Q2	135	130	5	96.30%	3.70%
Q3	135	125	10	92.59%	7.41%
Q4	135	96	39	71.11%	28.89%
Grand Total	539	475	64	88.13%	11.87%

In VetPartners Practices Limited II, there is a mean pay gap of 33.45%. This gap has closed by 4.20% since 2022.

Quartile 4 shows a significantly higher number of males than in the other three quartiles. Female representation in Q4 increased by 2.26% in 2024 compared to 2023.

Signatures of the directors

Jo Malone,

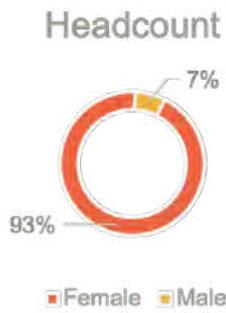


Mark Stanworth,



Legal entities

Westway veterinary centres limited



	Headcount
Female	246
Male	18
Grand Total	264



	Average	Median	Pound
Female	£15.53	£11.83	£0.78
Male	£19.94	£17.40	£1.00
Pay Gap	22.14%	32.00%	22.14%

	Grand Total	Female	Male	F%	M%
Q1	66	64	2	96.97%	3.03%
Q2	66	62	4	93.94%	6.06%
Q3	66	64	2	96.97%	3.03%
Q4	66	56	10	84.85%	15.15%
Grand Total	264	246	18	93.18%	6.82%

At Westway we have a pay gap of 22.14%, which has increased by 0.5% vs 2023.

Signatures of the directors

Jo Malone,

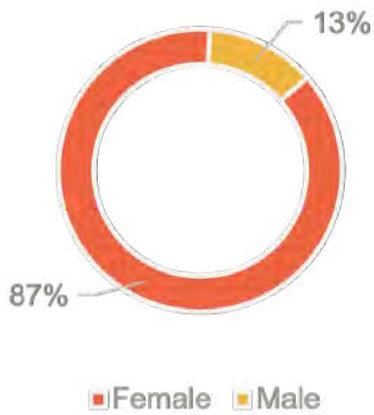


Mark Stanworth,



Goddard Veterinary Group

Headcount



	Headcount
Female	504
Male	72
Grand Total	576

Goddard



	Average	Median	Pound
Female	£20.34	£16.56	£0.73
Male	£27.88	£25.89	£1.00
Pay Gap	27.07%	36.05%	27.07%

	Grand Total	Female	Male	F%	M%
Q1	144	134	10	93.06%	6.94%
Q2	144	131	13	90.97%	9.03%
Q3	144	133	11	92.36%	7.64%
Q4	144	106	38	73.61%	26.39%
Grand Total	576	504	72	87.50%	12.50%

At Goddards Veterinary Group we have a mean pay gap of 27.07%. This has reduced by 19.59% vs 2022. The next page reports positive improvements in pay gaps for several key employee groups at GVG including veterinary surgeon.

Signatures of the directors

Jo Malone,



Mark Stanworth,



Veterinary Surgeon

	Headcount
Female	109
Male	39
Grand Total	148

	Average	Median	Pound
Female	£36.66	£37.18	£0.95
Male	£38.77	£36.73	£1.00
Pay Gap	5.44%	-1.23%	5.44%

Veterinary Nurse

	Headcount
Female	212
Male	7
Grand Total	219

	Average	Median	Pound
Female	£16.55	£16.37	£1.04
Male	£15.88	£16.18	£1.00
Pay Gap	-4.19%	-1.16%	-4.19%

ANA

	Headcount
Female	77
Male	9
Grand Total	86

	Average	Median	Pound
Female	£12.43	£11.44	£1.04
Male	£11.97	£11.44	£1.00
Pay Gap	-3.84%	0.00%	-3.84%

Despite the headline figures of mean (27%) and median (36.05%) pay gaps, when we look at specific employee comparator groups accounting for 78.5% (453/577) of the workforce at GVG we see no median pay gap.

The mean pay gap for veterinary nurse and ANA are in favour of females compared to male employees and for veterinary surgeon the mean pay gap is lower than the UK national reported pay gap (7.0%) and there is a median pay gap in favour of female vets.

Signatures of the directors
Jo Malone, Mark Stanworth,