

## National Car Parks – Gender Pay Gap Report 2026

### Background

Legislation came into effect in April 2017, requiring all UK companies with 250 or more employees to publish gender pay gap information.

This report contains NCP’s 2025 gender pay gap information, as required under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The gender pay gap shows the difference between the average pay of all women and the average pay of all men, irrespective of any differences in the work they do. As a result, it’s affected by how the workforce is made up, including the numbers of men and women in different types of jobs and at different levels of the organisation.

The methodology for the creation of the data for the report follows the UK Government guidance and as such the following is reported:

- Gender pay gap – the difference between the median, and also the mean, hourly rate of pay for men and for women, based on the April 2025 pay period.
- Gender bonus gap – the difference between the median, and the mean, value of bonus pay for men and for women over the 12 months to April 2025.
- Bonus proportions – the proportions of men and women who received bonus pay during the 12 months to April 2025.
- Quartile pay bands – if the total workforce was put in order of hourly rate of pay and then split into four groups of equal size, or quartiles, this is the proportions of men and women in each of the four groups.

The legislation requires average pay to be calculated in two different ways, using the **median** and also the **mean**:

**Median** – if all women were lined up in order of their pay, and so were all men, the median pay for men and the median pay for women would be the pay of the individual in the middle of each line. The median gender pay gap compares these two values. The median indicates the typical situation in the middle and is less affected by any extreme at the top or bottom.

**Mean** – to calculate the mean level of pay for women and for men, the pay of all women is added together and then divided by the number of women, and the pay of all men is added together and then divided by the number of men. The mean gender pay gap compares these two values. The mean is more affected by any particularly high or low values within a group.

### **Our Workforce**

Our workforce is predominately male, and out of 953 colleagues reported 84% are male, and only 16% are female.

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**Figures**

**Mean and Median Pay Gap**

	2017	2018	2020	2021	2022	2023	2024	2025
<b>Ordinary Pay Mean</b>	23.8% Higher for Women	15.86% Higher for Women	12.5% Higher for Women	6.7% Higher for Women	13.26% Higher for Women	19.56% Higher for Women	19.06% Higher For Women	20.05% Higher for Women
<b>Ordinary Pay Median</b>	11.62% Higher for Women	21.27 % Higher for Women	9.3% Higher for Women	4.98% Higher for Women	14.46% Higher for Women	6.62% Higher for Women	2.39% Higher For Women	3.08% Higher for Women

**Gender Pay by Quartiles**

2017 Q1 – Upper	2017 Q2 – Upper Middle	2017 Q3 – Lower Middle	2017 Q4 – Lower
W 79 M 230	W 53 M 257	W 30 M 279	W 48 M 262
W 25.57%	W 17.10%	W 9.71%	W 15.48%
2018 Q1 – Upper	2018 Q2 – Upper Middle	2018 Q3 – Lower Middle	2018 Q4 – Lower
W 74 M 240	W 41 M 273	W 39 M 277	W 59 M 255
W 23.5%	W 13.05%	W 12.42%	W 18.78%
2020 Q1 – Upper	2020 Q2 – Upper Middle	2020 Q3 – Lower Middle	2020 Q4 – Lower
W 106 M 254	W 67 M 293	W 61 M 299	W 42 M 318
W 29.5%	W 18.6%	17%	11.66%
2021 Q1 – Upper	2021 Q2 – Upper Middle	2021 Q3 – Lower Middle	2021 Q4 – Lower
W 71 M 189	W 62 M 198	W 89 M 170	W 0 M 258
W 27.30%	W 23.85%	W 34.36%	W 0%
2022 Q1 – Upper	2022 Q2 – Upper Middle	2022 Q3 – Lower Middle	2022 Q4 – Lower
W 26 M 165	W 35 M 156	W 42 M 149	W 60 M 131
13.6%	W 18.3%	W 21.9%	W 31.4%
2023 Q1 – Upper	2023 Q2 – Upper Middle	2023 Q3 – Lower Middle	2023 Q4 – Lower
W 67 M 152	W 44 M 176	W 27 M 192	W 18 M 202
W 30.59%	W 20.00%	W 12.33%	W 08.18%
2024 Q1 – Upper	2024 Q2 – Upper Middle	2024 Q3 – Lower Middle	2024 Q4 – Lower
W 36 M 168	W 28 M 174	W 28 M 174	W 23 M 176
W 17.65%	W 13.86%	W 13.86%	W 11.56%
2025 Q1 - Upper	2025 Q2 – Upper Middle	2025 – Q3 – Lower Middle	2025 Q4- Lower
W 49 M 164	W 37 M 176	W 22 M 191	W 29 M 185
W 23.00%	W 17.37%	W 10.33%	W 13.55%

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**Bonus**

	2017	2018	2020	2021	2022	2023	2024	2025
<b>Bonus Mean</b>	102.74% Higher for Women	86.35% Higher for Women	164.67% Higher for Women	0% Higher for Women	24.4% Higher for Men	29.98% Higher for Women	50% Higher for Women	41.09% Higher for Women
<b>Bonus Median</b>	100% Higher for Women	80% Higher for Women	0% Difference	100% Difference	37.5% Higher for Men	16.67% Higher for Women	86.67% Difference	0% Difference
<b>Proportion of men receiving a bonus</b>	82.60%	76.6%	2.47%	2.08%	1.73%	44.27%	0.08%	65.17%
<b>Proportion of women receiving bonus</b>	73.46%	66.19%	3.72%	0%	0.23%	10.12%	0.47%	66.45%

**Findings and Looking Ahead**

**Summary and Organisational Context**

Our 2025 figures show us that we have a skew in the favour of women in terms of the gender pay gap, this is due to our workforce being composed of predominantly male colleagues with our female colleagues taking up a small percentage of the work force in higher seniority roles or higher paid positions, when looking at our bonus pay gap data we can see there is a slight difference in favour of women receiving bonuses in the snapshot period as bonuses were paid based on the annual performance and there is a higher rate of male new starters in the snapshot period which would indicate a reason as to why male colleagues have a lower received proportion % when compared to female colleagues in NCP.

At NCP, all colleagues are paid based on the role they undertake for the business. For example, every front-line colleague is paid the appropriate hourly rate irrespective of any personal factors and our pay rates are reviewed annually. Appropriate pay is based on work function and level they work at and is inclusive of any living allowances afforded to the geographical area. This is the same approach we take for all other roles. Not only do we pay all our colleagues fairly and ensure they have access to the same opportunities, our pay and benefits are also distributed fairly across the business.

Based on last year’s figures prior to the administration, NCP had over 800 Car parks throughout the UK, NCP acknowledges that customers come from a wide range of backgrounds, and we are proud that our workforce reflects this diversity.

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We are totally committed to building and fostering a constructive and positive relationship with all our colleagues and believe that by being open and transparent with this data it will demonstrate that commitment, as well as attracting talent and boosting colleague engagement.

**Closing the Gap**

NCP has always been an organisation where people can thrive and develop regardless of their gender or background, and we will continue to offer fair, equitable pay to all colleagues. We are committed to reporting our gender pay gap on an annual basis. I confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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