

# GENDER PAY GAP REPORT

SNAPSHOT DATA  
APRIL 2025

BY PEOPLE & CULTURE

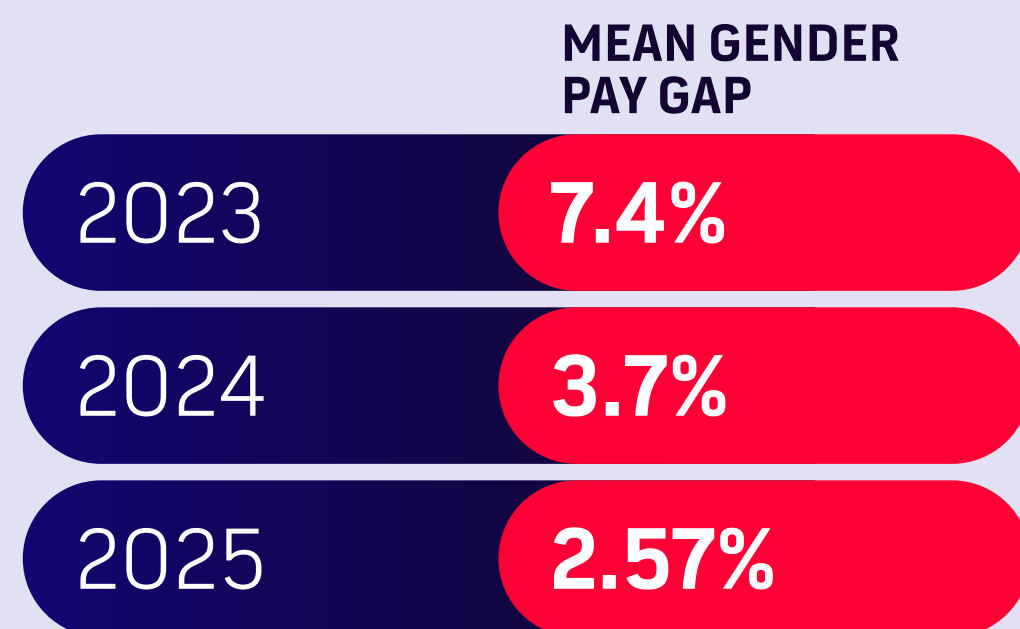


# EQUAL PAY AND PAY GAP RESULTS

## MEAN

On average, men earn **2.57% more** per hour than women. In comparison, this is relatively small, indicating a fairly even distribution of pay across genders.

We have seen a significant drop across the years, and we hope to drop the difference even lower in the future.



# EQUAL PAY AND PAY GAP RESULTS

## MEDIAN

In April 2025, median hourly earnings (excluding overtime) were **£20.27 for men** and **£18.87 for women**, resulting in the gender pay gap for employees being **6.9%**. (ONS).\*

Based on our overall findings, gender pay differences do exist; however, they are relatively small. The narrow median gap indicates that pay equity is generally strong across typical roles, although there remains a slight advantage for men at the higher end of hourly pay levels. We aim to see this gap reduce over time through the adoption of our “One Team” approach, including the introduction of a business partner model designed to strengthen collaboration and support across teams.

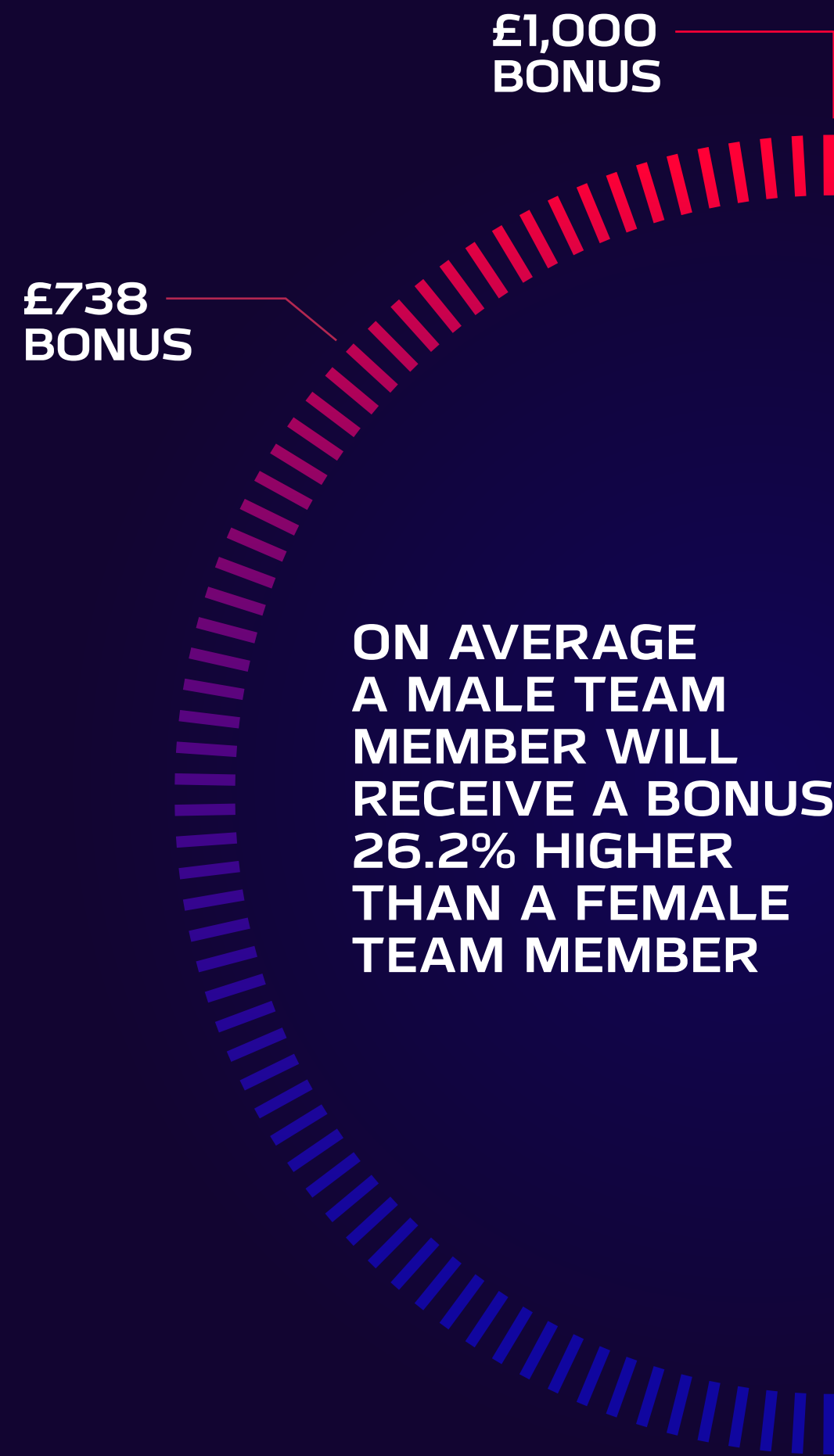
This insight also provides the catalyst for further exploration of the Changing Lanes initiative, supporting the development of structured career pathways and progression plans to ensure equitable access to advancement opportunities.

We are already celebrating progress, such as the recent appointment of DLT management level, with this business band now achieving an equal 50/50 split in gender for headcount.

\*ONS (2025) Gender pay gap in the UK: 2025, Gender pay gap in the UK - Office for National Statistics. Available at: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2025> (Accessed: 30 January 2026).



# BONUS PAY GAP

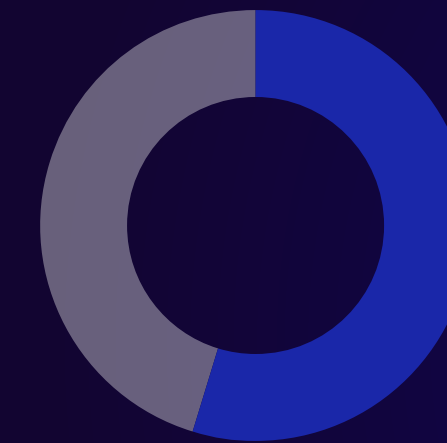


The woman in the middle of the female bonus distribution received a bonus that is **3.14% lower** than the man in the middle of the male distribution.

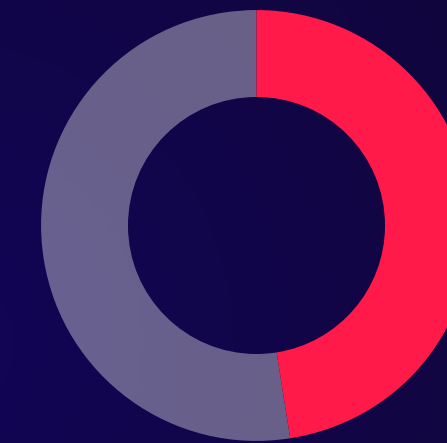
This shows that on average men and women receive similar sized bonus payments with a small group or larger bonuses off settling the average.

The bonus gap is not primarily caused by widespread unequal bonus awards it is mainly caused by under-representation of women in executive leadership roles, with our split being three males and one female.

In 2026, our business has transitioned to performance-based bonuses. We see this as a key step in recognising and rewarding high performers, providing them with the recognition they deserve, and supporting their progression up the career ladder. It will be interesting to examine the potential effects on the bonus pay gap.



54.95%  
OF WOMEN  
RECEIVED A  
BONUS



47.62%  
OF MEN  
RECEIVED A  
BONUS



# QUARTILE PERCENTAGES BREAKDOWN



Analysis indicates that men are more likely to occupy roles in the upper and upper-middle quartiles, reflecting greater representation in higher-paid or senior positions, while women are slightly more represented in the lower quartiles.

When reviewing the changes in the upper-middle quartiles from 2024 to 2025, we observed that many team members had moved down. This shift is largely attributable to the influx of new starters joining the business. Conversely, we also noted several team members moving up, primarily among our casual workforce. Following the hourly rate review, a number of casual roles were adjusted to align with market benchmarks. When factoring in holiday pay calculations, these adjustments resulted in those roles moving into higher-earning quartiles.

The most significant gender disparity is observed in the upper-middle quartile (**62.6% male vs 37.4% female**).

We recognise that this outcome does not align with the inclusive workforce we aim to build. As such, we are committed to implementing targeted actions to address this imbalance and drive measurable progress over the coming year and beyond. One initiative will involve conducting an annual salary review across all team members to ensure alignment between salaried team members and our casual workforce, with hourly rates standardised against defined roles.

# OUR PEOPLE



A total of **53 promotions** with associated salary increases were made following the Gender Pay Gap report, of which **33 were awarded to women**.

Introduced the Business Partner model to strengthen collaboration and **provide enhanced people support** across the organisation.

Permanent headcount increased from **242 to 321** since the last Gender Pay Gap report.

Successfully completed significant TUPE processes, ensuring **continuity and compliance** throughout organisational change.

**Strengthened relationships** with local schools to support early careers engagement and talent pipelines.

Implemented several new People and Culture systems to **support a "One Team" approach**, including HCM, Payroll, ATS, and Workforce Management systems.

Launched the organisation's first engagement survey alongside regular pulse surveys to **capture team member feedback** and drive engagement initiatives.

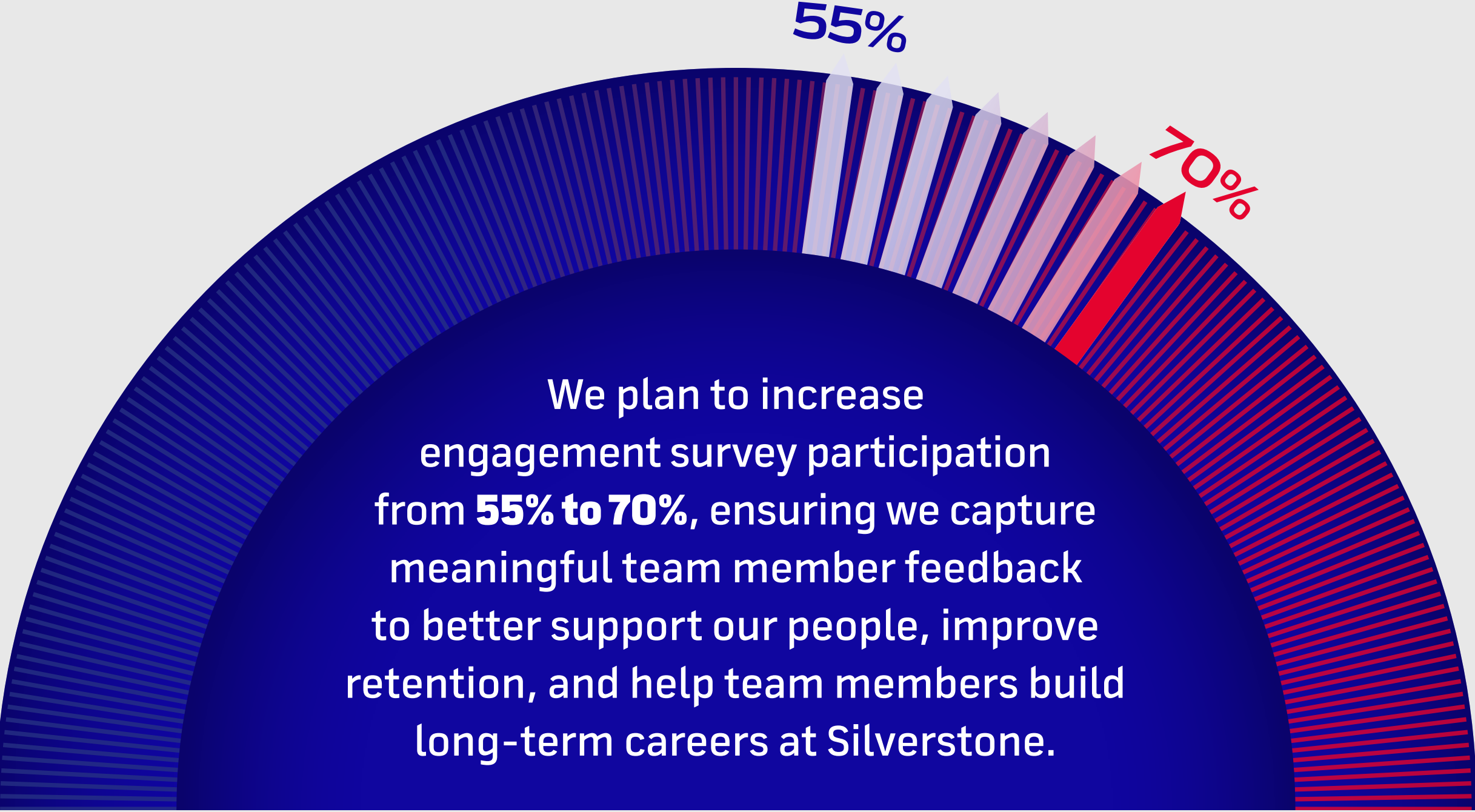
Enhanced the **Employee Value Proposition (EVP)**, supporting targeted LinkedIn recruitment campaigns and improving employer brand visibility.

We made **measurable progress in improving gender diversity** by recruiting three female directors, achieving a senior leadership composition of six men and four women.

# OUR COMMITMENT

At Silverstone, we are committed to creating a great place to work by putting our people, those who keep the organisation moving at the heart of everything we do.

We aim to increase transparency by strengthening our people data and reporting on a wider set of diversity characteristics, enabling our future workforce to gain a clear and honest view of our culture.



# BRYANNA INGHAM

**PEOPLE & CULTURE DIRECTOR**



*At Silverstone, our mission is to inspire new and diverse audiences into motorsport, showcasing the next generation of talented drivers on a truly global stage.*

As an employer, we believe that an inclusive and diverse culture is key to our continued success. This commitment extends beyond our track, it shapes how we build our workforce, develop our people and create world-class opportunities.

As Director of People & Culture, I'm pleased to report meaningful progress on our gender pay gap in 2025, with our mean gap reducing to 2.57% and our median to 1.42%. A significant part of our progress stems from our deepened commitment to early careers engagement. Through partnerships with our local educational establishments, we're actively broadening access to careers in motorsport, a sector historically dominated by men.

In 2025, we provided 15 work experience opportunities and launched our 2B Enterprising programme with Silverstone Primary School. What's particularly significant is the pipeline this creates. Young people, especially girls, who might otherwise see motorsport as "not for them" are experiencing Silverstone firsthand, building confidence and aspiration at a formative stage. This early visibility directly supports our long-term representation goals, while also embodying the inclusive spirit of the Silverstone values.

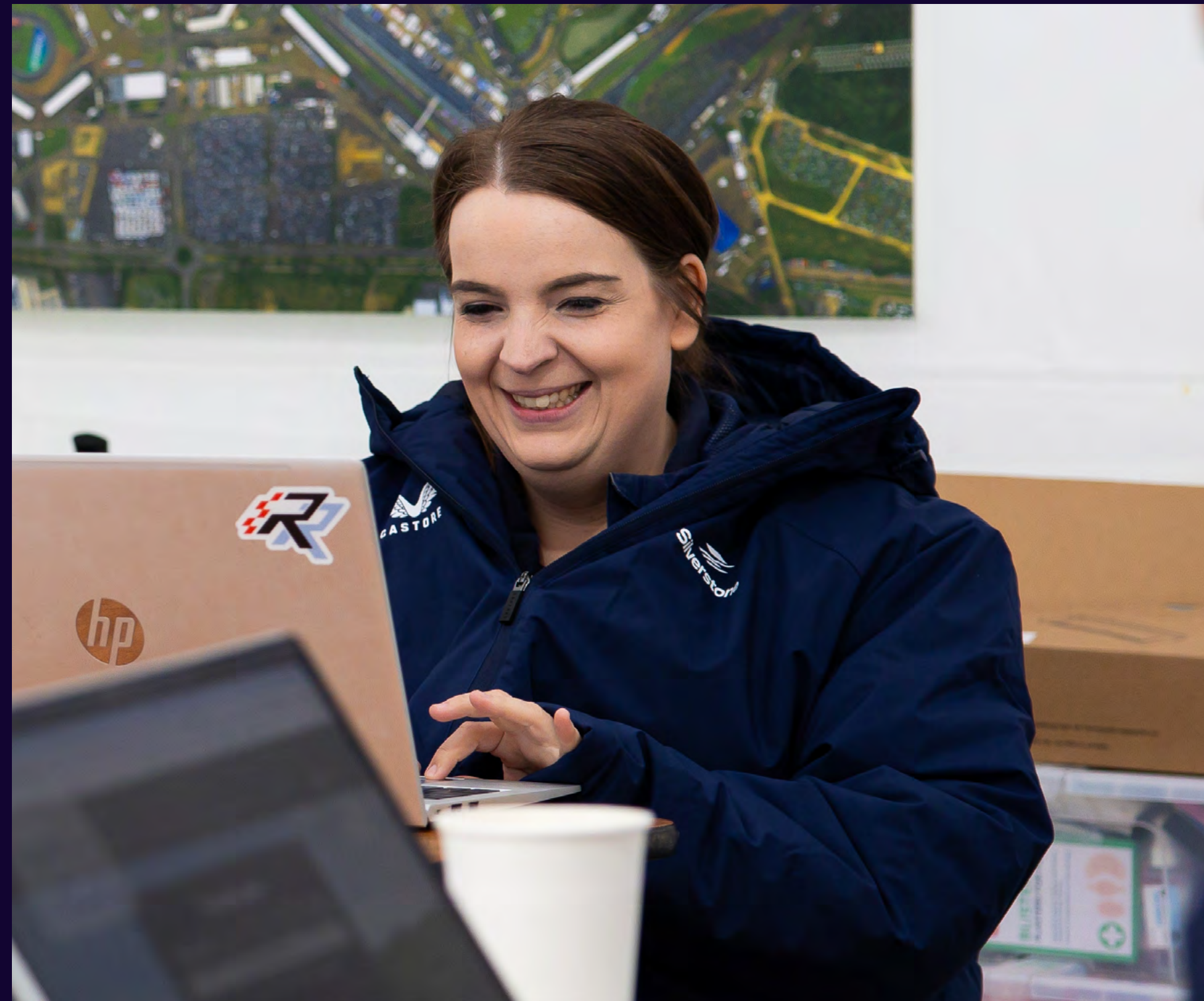
We are committed to sustaining this momentum and ensuring that the home of British motorsport remains genuinely accessible to all.





# LAUREN SAINSBURY

## LEARNING & DEVELOPMENT PARTNER



*I joined Silverstone over ten years ago, starting my journey as a Catering Assistant. Since then, I've had the opportunity to build a varied and rewarding career across Events, Volunteer Management and, most recently, into my current role as a Learning and Development Partner.*

In my current role, I work closely with leaders and teams across the business to support personal development, build capability and create meaningful learning experiences. Day to day, this involves designing and delivering development programmes and helping individuals take ownership of their growth. I particularly enjoy working at both a strategic and practical level, ensuring learning is accessible, relevant, and aligned to the Silverstone's future ambitions.

Working in motorsport, I'm proud of the opportunities I've been given to build a long-term career and progress into a role where I can influence and shape development across the business. At Silverstone, I have always felt trusted and encouraged to step forward, take ownership and develop my confidence. Reflecting on my career, I feel incredibly fortunate to have been supported by managers who genuinely care about progression and development.

I have always been encouraged to challenge myself, build confidence and step into new opportunities, even when they felt outside my comfort zone. This support has allowed me to grow personally and professionally, reinforcing my belief in the power of inclusive leadership.

What makes Silverstone special to me is its culture and the shared pride in what we deliver together. Working in an environment where individuals are empowered to be themselves and take ownership of their impact has been fundamental to my development. I'm proud to play a role in supporting others on their own career journeys and contributing to a workplace where everyone has the opportunity to succeed.



# DARREN BEDDARD

CHIEF FINANCIAL OFFICER



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However, we are mindful that a single percentage can hide a great deal of detail that is worthy of careful interrogation and analysis. We are also mindful that the most senior band of the business, the Executive Leadership Team, comprises three males and one female. Excluding this group, the pay gap percentage on a mean basis is -4.3%.

On a median basis, the pay gap of 1.4% represents the difference in pay between a male circuit safety marshal and a female product executive. As the nature of the two roles is very different, we would not necessarily expect the two pay rates to match and therefore a small pay gap does not highlight any significant pay disparity issues.

In the last year, we have thoroughly reviewed the pay levels across all of our team to ensure consistency and fairness. In addition, we are now benchmarking every role in the business to ensure comparability with market averages. These efforts should reduce the risk that the pay gap grows in future years by ensuring that we follow the principle of paying a level consistent with each specific role and not the gender of the person performing that role.

It is pleasing to see that in our upper quartile, we have a broad 50:50 split between male and female team members. Indeed, females hold senior positions heading up many of our key functions, including sales, marketing, people & culture, public events, finance, health & safety and British Grand Prix operations. We have broad 50:50 splits in the lower quartiles, although the upper mid quartile has a split more in favour of males (63% vs 37%) largely due to a larger proportion of male team members in our track safety team.

In 2026, we are introducing performance-related pay across our team as opposed to a flat team bonus award. This is likely to create increased variability in our bonus pay gap based on the relative performance of different team members, however for each individual it should see a greater connection between personal achievement and bonus award.

As ever, we will continue to review the detail of the gender pay gap results in order to detect any risks relating to unfair practices regarding remuneration.

