
Gender Equality - Pay Gap and Best Practice

Wednesday 29th October 2025

Speaker Biographies

Roger Burt (He/Him), Diversity & Inclusion Lead, CMI South West Regional Board



A dynamic and experienced leader and coaching professional who's fulfilled a range of strategic leadership roles within Civil Service. My ethnicity is Cornish. Realising years ago I needed to leave Cornwall to fulfil my career and development ambitions – just like my ancestors who emigrated across the world to improve their life chances during the last two centuries! With technological advances, the need for this is reduced, however, there is still so much to do to improve others life chances through increased equality, diversity, and inclusion, taking an intersectional approach where overlapping systems of

discrimination exist.

It feels like I have been preparing for this opportunity to be a member of CMI SW Board my whole life bringing the entirety of my lived/career experience and my academic learning to the role. Access to learning is a privilege that everyone should have access to. It's with this mindset I come into this role. Looking back, I see how both formal and informal learning has helped me grow and how, combined with inspiring leadership, learning can be exponential.

I have operational, strategic, and organisational change leadership experience, combining with formal qualifications and experiential learning over almost 40 years. I will do everything I can in this role to use all this intelligence to improve others life chances – everyone seen and heard, feeling a sense of belonging.

Nigel Marriott (He/Him), Independent Chartered Statistician



Nigel Marriott is an independent Chartered Statistician based in Bath. He is a fellow of the Royal Statistical Society and a member of The Academy of Experts. Over a career spanning 35 years, he has worked with non-statisticians in nearly all industries and functions. He regards his role as helping clients to do the basics right when turning their data into insights and decisions.

Since gender pay gap reporting became mandatory in 2017, Nigel has worked with numerous clients on pay gap and diversity issues of all kinds. He also runs training courses on pay gap analytics and has written ~100 blogs on these topics. He gave evidence to the Treasury Select Committee on the effectiveness of pay gap reporting in 2019, worked with the Cabinet Office on employer guidance in 2020, wrote a briefing note on ethnicity pay gap reporting for Parliament in 2021, wrote the draft employer guidance on ethnicity pay gap reporting in 2022 and recently submitted a comprehensive response to the government's consultation on making ethnicity & disability pay gap reporting mandatory.

Kristal McNamara (She/Her), Director, Bristol Women in Business Charter



Kristal McNamara is a director of Bristol Women in Business Charter, the UK's pioneering city-wide gender equality initiative that has engaged nearly 50 companies employing over 45,000 people in driving measurable change toward workplace equity. She is a member of the ISO and BSI Gender Equity Standards Committee who last year launched ISO 53800, Guidelines for the promotion and implementation of gender equality and women's empowerment.

Kristal brings extensive expertise as an HR Director and change management specialist, with a background in designing and delivering data-led, evidence-based DE&I strategies. She excels in creating values-led, inclusive workplaces through strategy and framework development and employee engagement, with outstanding stakeholder management skills honed through both corporate and consulting roles.