GENDER PAY REPORT 2025

What is gender pay gap reporting?

Regulations require those companies with 250 or more employees to publish details of their gender pay and bonus gap annually. This report covers those personnel employed by Texecom at 5 April 2025. Legislation requires that we report gender pay gap statistics for each separate legal entity within the group.

What is the gender pay gap?

The gender pay gap measures the difference in the pay of men and women, regardless of the nature of their work. It can be affected by the different number of men and women across all roles and seniority levels. The gender pay gap is different to an equal pay comparison, which compares pay for men and women for work of equal value.

How do we calculate the information?

Hourly pay includes basic pay, car allowances (where paid as cash), shift premium pay and other allowances. Excluded are overtime, redundancy payments and benefits in kind ("BIK"), along with those employees on family or sick leave. Bonus pay for the year ended 5 April 2025 includes performance and productivity bonuses.

To calculate the mean average, we add up all the values and then divide the result by the number of values in the list. We calculate the mean average for both men and women's hourly pay and report the percentage difference.

The median involves listing all the numbers in numerical order. The median is the middle number. We calculate the median for men and women's hourly pay and report the percentage difference.

Our gender pay gap

	2025	2024
Mean gender pay gap	18.9%	19.8%
Median gender pay gap	9.7%	13.6%
Mean bonus gender pay gap	17.6%	44.6%
Median bonus gender pay gap	-8.4%	52.0%
Proportion of males receiving a bonus payment	15.5%	3.0%
Proportion of females receiving a bonus payment	19.2%	3.6%

Pay quartiles

Pay quartiles are built from arranging the hourly rate information in value order, which is then divided into four equal sized quartiles. The proportion of men and women for 2025, in each quartile is:

	2025		2024	
	Male	Female	Male	Female
Upper quartile	77%	23%	78%	22%
Upper middle quartile	65%	35%	65%	35%
Lower middle quartile	48%	52%	59%	41%
Lower quartile	56%	44%	43%	57%

Why do we have a gender pay gap?
At Texecom we recognise the compelling case for diversity and inclusion at work. We see diversity and inclusion as an essential part of our productivity, creativity, innovation and competitive advantage. Texecom firmly believe that our workforce is better when it reflects the diversity of talent in the communities in which we operate, and we strive to build a balanced and diverse workforce. Our diversity and inclusion practices seek to ensure equality of opportunity and treatment for all. We work hard to ensure that opportunities are made available to all the diverse talent we need to succeed. Gender pay gap data allows us to assess the impact of our diversity and inclusion practices on gender equality. We are confident that men and women are paid equally for equivalent work at Texecom.

The underlying gender pay gap data at Texecom is still reflective of fewer female colleagues represented in senior roles. We have seen a further reduction in the gender pay gap for 2025 against the 2024 calculations and are confident that trend will continue through 2026 with our efforts to close the current gender pay gap and achieve our diversity goals.

We are committed to making Texecom a great place to work, where our people thrive, and can be at their best, every day. We are committed to creating an environment where people can work, grow and succeed irrespective of gender, and that this is vital to our long-term success as a business. We will continue to take action pro-actively to reduce our gender pay gap, whilst ensuring all decisions are approached fairly and based on merit.

I confirm that the gender pay gap data contained in this report is accurate and has been produced in accordance with the ACAS guidance on managing gender pay.

JANE C RATCLIFFE
CHIEF FINANCIAL OFFICER
30 MARCH 2026