



Gender Pay Report 2024

CEO Message

Introduction

Embedding a culture where our people can grow and thrive has always been a top priority for us as a business, and this year has been no different. It's important for us that Telent is a place that not only supports current and future employees but also has a positive impact on the communities and industries that we work in. It's how we remain an employer of choice and bring in new and diverse talent.

Over the last 12 months, we've worked hard to introduce initiatives designed to create lasting change, and I'm incredibly proud of the achievements we've made. In FY23, our goal was to increase our engagement score as a business from 25 eNPS to 32 eNPS – an ambitious target but one I was confident we could reach. Following our latest Employee Engagement Survey in September 2023 we surpassed this target by 5, achieving 37 eNPS overall.

I've been inspired by the positive actions taken by teams and individuals around our business to embed Equality, Diversity,

and Inclusion (ED&I) over the last year and grow an inclusive culture. In this report you'll see that over the last five years, we've made a significant impact in closing both our mean and median pay gaps, which shows that all our hard work is paying off.

It's excellent to see and a great step in our ED&I journey. The Executive team and I are more committed than ever to driving meaningful change, particularly in the areas of recruitment, representation at senior levels, and reward. Our ED&I Action Plan and People Strategy both support this purpose and the strategic direction for our business.

I would like to thank everyone for their hard work and dedication over the past year. It's through the passion of our amazing people that we're making such positive progress and ensuring Telent is a great place to work.

Jo Gretton, CEO

Gender Pay at Telent – our results

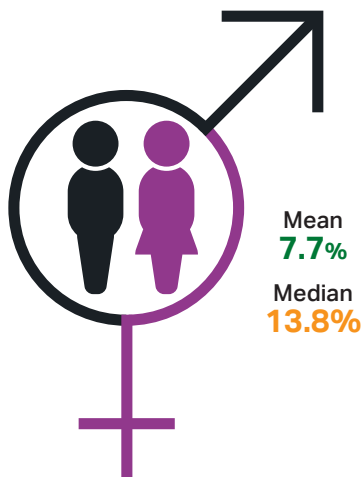
In the UK, organisations with 250 or more employees are required to report on their gender pay gaps annually. The reports show the difference between the average earnings (excluding overtime) of men and women, expressed relative to men's earnings (excluding overtime).

A gender pay gap can be expressed as a positive measure, for example, a gap of 13.9 per cent – this indicates the extent to which women earn, on average, less per hour than men. A negative measure, for example a gap of -9.2 per cent, indicates the extent to which women earn, on average, more per hour than men.

The purpose of asking employers to report on their Gender Pay is to promote transparency and equality in the workplace and address the causes of the pay gap.

This report covers the 2024 reporting cycle, using a snapshot date of 5 April 2024. All data and information used to compile the 2024 report has been prepared using the standard methodology as set out in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This report is not about equal pay for equal jobs as it's possible to still have a gender pay gap and to pay men and women fairly. Equal pay looks at the difference in men and women's pay for the same or similar work.



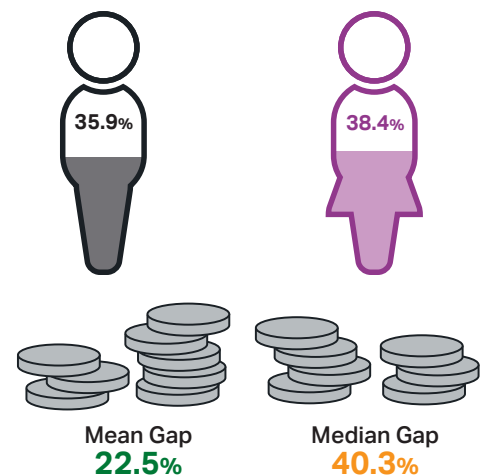
Mean Gender Pay Gap

Men are paid on average 7.7 per cent more than women.

Median Gender Pay Gap

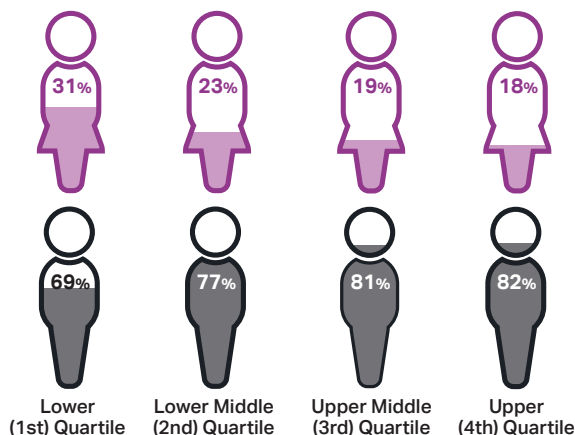
Men are paid on average 13.8 per cent more than women.

Proportion Receiving a Bonus



These figures show that more women than men received a bonus during the year, but that both the mean and median value received by men was higher.

Quartiles



Quartiles are calculated by grouping employees into four equal groups: from the highest paid 25 per cent of people (4th quartile), through to the lowest paid 25 per cent (1st quartile).

This diagram shows, for example, that a greater proportion of men than women are in the top 25 per cent of pay (4th quartile). This is also primarily a result of the jobs people do.

Our results in focus

Reviewing our figures over the last five-years, significant improvement to our gender pay gap has been made as shown in the table below.

	2019	2024	% change since 2019
Mean Pay Gap	16.4%	7.7%	-8.7%
Median Pay Gap	21.8%	13.8%	-8.0%

We are pleased to see that both the mean and the median pay gaps continue to improve. Closing the gender pay gap is not a quick and easy fix and there are important actions we are taking to drive this much needed change – particularly in the areas of recruitment, representation at senior levels, and reward.

The demographics of our employee population remains a factor in our ability to close the median and mean pay gaps. The gender split at Telent when the data was taken in April 2024 was:

	2024 numbers	2024 %
Women	529	23%
Men	1,786	77%
Total	2,315	

It takes time to change any demographics, and we recognise that we have a long way to go. We have a number of initiatives to support our focus of attracting, retaining, and promoting women within Telent.

The main reason for the gender pay gap at Telent is due to the overall workforce distribution and the types of roles typically taken. Telent has many more men than women in technical roles, with more women in business support and administrative roles.

Advancing Equality, Diversity, and Inclusion at Telent

At Telent, we're committed to growing an inclusive culture that ensures everyone can thrive. We introduced 'Be Inclusive' as one of our core Values back in 2022, ensuring that it forms the foundation for shaping Telent as a business, supports our colleagues, and attracts new talent. Since then, we've gone from strength to strength in our Equality, Diversity, and Inclusion (ED&I) journey led by our ED&I Steering Group and by the passion of our employee Community Groups.

Here's a snapshot of what we've achieved over the last year:

- July 2023: We became a Menopause Friendly Organisation, recognised as an industry standard for supporting menopause in the workplace. We will be renewing this membership each year moving forward, demonstrating our commitment to supporting our colleagues long-term
- At the same time, we launched a brand-new Menopause Community Group where colleagues from around the business can share advice, experiences, and connect with others for support
- September 2023: Invested in events with external experts such as a Male Allyship in Action workshop and menopause awareness 'train the trainer' sessions, both led by Henpicked
- October 2023: We recognised Black History Month with the theme, 'Saluting our Sisters', inviting our colleagues to talk about the Black women who inspire them and amplify Black female voices
- November 2023: We launched our Transgender Policy, expanding our support beyond the gender binary to ensure that current and future employees are supported and feel able to be fully themselves
- March 2024: We celebrated International Women's Day with an inspiring live event where women from around our business came together to share their career experiences, facilitated and supported by CIO, Luan Hughes
- Towards the end of March, we invited Sobiya Jawaid – the first hijab-wearing, Muslim Black Belt kickboxer to have represented England at European level – to give a keynote speech as part of Ramadan celebrations
- We held a robust yearly programme of communications to boost awareness of important topics and share employee experiences.

We've achieved a lot over the last year and are already looking ahead to ensure we continue to drive progress. To achieve this, all of our activities, including our Community Groups, feed into our overall ED&I Action Plan and five-year People Strategy. This ensures we continue to drive progress in the right way and in line with employee feedback.

We know that ED&I is an ever-growing journey, and we want to make sure that Telent remains an inclusive place to work and continues to champion allyship – not just within our own business but also in the communities in which we work.

Heather Green, Chief Financial Officer and
Executive Sponsor of the ED&I Steering Group

Our progress and achievements

We've launched several initiatives over the last 12 months which have been received well by our teams. Colleagues around our business are more engaged than ever before and we've seen a positive increase across a number of areas.

Helping our people to grow

As demonstrated in the figures in Section Two, we know that we have a greater proportion of men than women in the top 25 per cent of pay as a result of the jobs people do. To work towards increasing our diversity, particularly at manager level, we've invested in a number of development programmes.

Our Stepping into Management programme is now in its seventh year and since its launch, has seen a steady increase in the number of female delegates. In February 2024, our latest cohort saw an increase of 17 per cent for female delegates, growing from 21 per cent in 2023 to 38 per cent in 2024.

Similarly, our Managing for Success programme has seen an increase of 16 per cent for female delegates, growing from 15 per cent in February 2023 to 31 per cent in February 2024.

People Managers are integral to the success of any organisation. Their ability to lead, communicate effectively, develop teams, and manage people-related issues directly impacts on a business' performance and impacts on employee satisfaction. It's why we also introduced an Inclusive Leadership programme in November 2023 specifically for managers, to help expand their knowledge and understanding around inclusivity and diversity.

Recruitment

Over the last 12 months, we've continued to work on increasing our diversity hiring, which is always challenging due to the gender imbalance in the Engineering and Technology sectors.

We partnered with WISE (Women in Science and Engineering) to support us with best practice guidance and to advertise our roles to females in technology.

As part of the Inclusive Leadership programme mentioned above, we ensured that a module was included around unconscious bias, to raise awareness and educate hiring managers. We also ensure that all of our job advertisements use gender neutral wording and, where possible, we have diverse interview panels.

We're passionate about offering opportunities to young people through our Graduate and Apprentice programmes and have made great progress in increasing the number of women hired into these programmes. We've increased our female Apprentice intake from 18 per cent in 2023 to 28 per cent in 2024, and our overall female Graduate intake has grown from 25 per cent to 38 per cent over the same period.

Engagement

To help us measure impact across our initiatives, we conduct an Employee Engagement Survey every year and have seen a positive increase. In our latest survey completed in September 2023:

- The employee net promoter score for Telent's female population has seen an increase in engagement from 41 eNPS to 50 eNPS – an increase of +9 eNPS
- The largest increases were in the Growth, Environment, Freedom of Opinions, Recognition and Reward sub drivers
- Inclusivity scores for this group have increased from 39 eNPS to 46 eNPS – an increase of +7 eNPS
- Health and Wellbeing Organisational Support also saw a big increase from 35 eNPS to 49 eNPS – a huge increase

Closing statement

It's been a busy 12 months for us as a business and we've implemented a number of initiatives and changes to prioritise what matters most to our colleagues.

As Group HR Director and ED&I Executive Sponsor, I've had a foot in both camps when it comes to these changes. It's been great to see how our initiatives have made a positive impact – not just with our colleagues but also in our ED&I journey. I'm incredibly proud of what we've accomplished so far.

Our gender pay gap is showing year on year improvement which is great to see and puts all of the hard work into perspective with real, tangible results. The world of HR and ED&I is ever moving, and in line with our ED&I Action Plan and People Strategy, we already have plans in the works for the coming year. It's exciting to look ahead at all that we have coming up in the pipeline.

I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Jemimah Parnell, Group HR Director, Telent