



# Gender Pay Report 2025

## CEO Message

### Introduction

As Managing Director of Telent, I've always believed that actions speak louder than words. Within our business we don't just talk about supporting our people and communities, we demonstrate it through commitments and initiatives. This includes funding employee network groups such as our Women's Community, providing robust apprenticeship and graduate schemes to grow young talent, and supporting local organisations and charities.

My personal view is that it's important to not only strive for equality but also equity; ensuring that everyone, regardless of their starting point, has the opportunity to succeed. Successful organisations share common values, a clear and outcomedriven vision, and an environment where diversity of thought thrives, bringing fresh perspectives and innovative solutions.

To achieve this, we must remain attractive to all, regardless of gender or background. This means creating a culture rooted in fairness, consistency, and openness. We must treat everyone with respect and foster inclusivity at every level of our business.

When it comes to pay, whether considering gender or other factors, it's vital to ensure we compare like for like. For example,

there should be no gap when rewarding people for the same roles and responsibilities. Whilst pay differences may exist between roles, we must never accept unjust pay differences between individuals performing work of equal value.

The Executive team at Telent are committed to driving ongoing meaningful change in this area. While there's still work to do, the longer-term goals remain the same – to continue closing the gender pay gap and growing a culture of equity and fairness. This report is part of our ongoing commitment to transparency and continual improvement, ensuring Telent remains a place where everyone is valued and rewarded fairly for their contributions.

We've made great strides over the last year on our Equality, Diversity, and Inclusion (ED&I) journey and I'd like to take this opportunity to thank every member of the Telent team for contributing to this growth. Together, we will continue to make our business an attractive employer of choice and a great place to work.

Steve Dalton, Managing Director – Telent

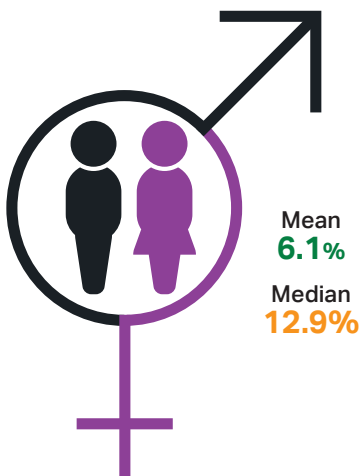
# Gender Pay at Telent – our results

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% - 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%, 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 2025-reporting cycle, using a snapshot date of 5 April 2025. All data and information used to compile the 2025 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.



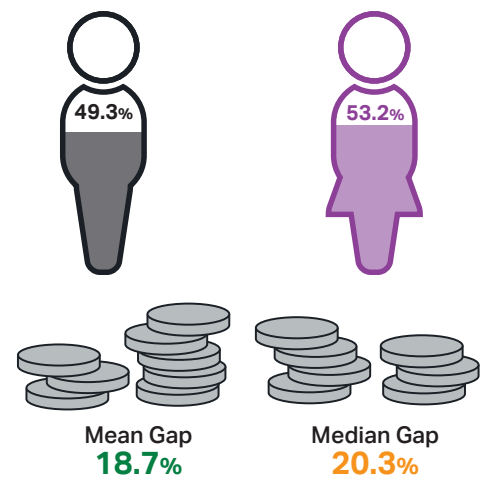
### Mean Gender Pay Gap

Men are paid on average 6.1 per cent more than women.

### Median Gender Pay Gap

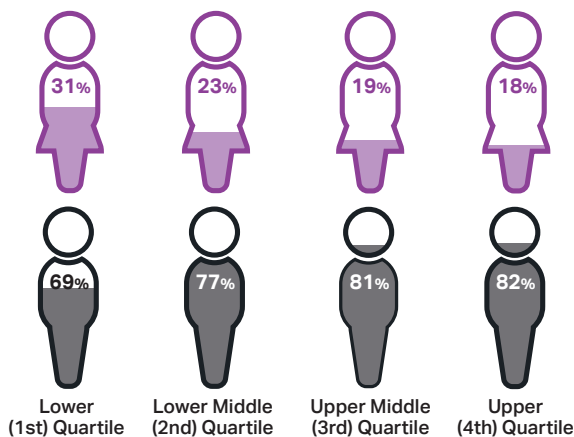
Men are paid on average 12.9 per cent more than women.

### Proportion Receiving a Bonus



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

### 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 a five-year period, our figures show the significant improvement we have made.

	2020	2025	% change since 2020
<b>Mean Pay Gap</b>	13.7%	6.1%	-7.6%
<b>Median Pay Gap</b>	19.6%	12.9%	-6.7%

The trend is clearly showing that both the mean and median pay gaps reduced between 2020 and 2025.

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 2025 was:

	2025 numbers	2025 %
<b>Women</b>	543	23%
<b>Men</b>	1,870	77%
<b>Total</b>	<b>2,413</b>	

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.

## Championing diversity and inclusion at Telent

In any business, growing a diverse workforce is crucial for innovation and problem solving. Fostering inclusive environments that value different perspectives is important not just for growth, but for employees within those environments to feel valued and respected.

For Telent, inclusivity is built into the foundation of our business as one of our core Values and it remains a key strategic focus. Since our last report, we've gone from strength to strength on our journey, introducing a number of activities and initiatives led by our ED&I Steering Group and employee Community Groups.

Below is an overview of the activities undertaken and milestones achieved within the past year:

- May 2024: We were shortlisted top three in the Diversity and Inclusion category at the UK Employee Experience Awards™ (UK EXA)
- July 2024: We launched the Women's Community, one of a number of employee network groups, to create an inclusive and supportive space which focuses on connection, development, and women's health and wellbeing
- August 2024: We sponsored the Warwickshire Pride festival to demonstrate our allyship for LGBTQIA+ people and chat to the local community about our inclusive practices as a business
- September 2024: We introduced a new, monthly in-person induction, which includes a section on ED&I and our Communities, to encourage people to find connections outside of their immediate team
- October 2024: We marked World Menopause Day, focusing on raising awareness of the impact of the menopause and how we can better support colleagues, partners and our families. This included a Live Talk in collaboration with Henpicked
- October 2024: We sponsored UK Black Business Week for the second-year running, led by our Black Professionals Community. A member of this Community also represented Telent as a panellist during the Black Women Business Talks, discussing the empowerment of Black women in the technology industry
- November 2024: We achieved Disability Confident Level 2 status under the Government's Disability Confident Scheme, reflecting our commitment to supporting individuals with disabilities throughout the recruitment process and as valued colleagues when they join the business
- November 2024: We ran a Live Talk event with the charity, Endometriosis UK to raise awareness of the condition and share valuable perspectives about its impact personally and in the workplace
- December 2024: We were awarded 35th place in the 2024/25 Inclusive Top 50 UK Employers List, showcasing our dedication to growing diversity and inclusion.

There is so much more than I could share in addition to the activities above. As Executive Sponsor of ED&I at Telent, it's a joy and a privilege to support the Steering Group in leading us on our journey. It's rewarding to see this hard work pay

off, with recognition at industry level as well as in the direct feedback from our colleagues – more of which will be shared later in the report.

Over the past year, we've accomplished a great deal, and there are many promising initiatives still ahead. We continue to deliver a yearly programme of communications and initiatives designed to raise awareness of key issues, enhance the employee experience, and showcase our dedication to allyship – not only within our business but also throughout the communities we operate in.

Luan Hughes, Chief Information Officer and Executive Sponsor of Telent's ED&I Steering Group

## A snapshot of our progress and accomplishments

We have implemented multiple initiatives over the last 12 months that have been positively received by our colleagues. As a result, employee engagement throughout the business has continued to grow and we have seen encouraging improvements in several key areas.

### Supporting personal and professional development

progress in the learning and development space through a range of strategic initiatives and programmes. The continued integration of our My Journey process has ensured a consistent approach in individual goal setting and development planning across the business. We have consistently seen high participation rates in this area, which have contributed to improved engagement scores relating to Growth, achieving a Net Promoter Score (NPS) of 39 – significantly above the industry benchmark of 22.

People Managers are integral to the success of any inclusive organisation. Our commitment to leadership and management development remains strong, as shown by our ongoing investment in programmes such as Managing for Success, the Inclusive Leader programme, and People Manager Foundations. Importantly, there has been consistent growth in female participation in these programmes, further advancing our inclusivity objective to see more women in leadership roles.

The introduction of our newly launched Oracle Learning system and an expanded suite of e-learning materials have made learning resources more accessible than ever,

enabling colleagues to engage flexibly with development content when they need it.

Additionally, we invested in developing structured career pathways in Project Management and Engineering by clearly defining roles and competencies, improving transparency and supporting the professional advancement of employees in these areas.

### Advancing inclusive recruitment practices

Throughout the past year, we have consistently focused on enhancing diversity in our hiring practices, which remains a challenge across the industry due to the gender imbalance within the Engineering and Technology areas.

We continue to collaborate with WISE (Women in Science and Engineering) to receive guidance on best practices and to better promote our opportunities to women in technology.

As part of the Inclusive Leadership programme referenced earlier, we continue to include a module on unconscious bias to increase awareness and provide education for hiring managers. Additionally, we ensure all job advertisements use gender-neutral language, and, where feasible, assemble diverse interview panels.

We are committed to fostering opportunities for young talent through our graduate and apprentice programmes. Notably, our overall female Graduate intake increased from 38 percent in 2024 to 50 percent in 2025.

### Enriching the employee experience

Employee Engagement is a key pillar in our business strategy. We work hard to introduce employee experience initiatives that reward our current employees and continue to make Telent an attractive employer of choice.

Over the last few years we've made great strides in this area and in May 2024, we were recognised for our achievements at the UK Employee Experience Awards™ (UK EXA), winning Silver in the Best Employee Engagement Strategy category.

Each year, we conduct an Employee Engagement Survey to measure the impact of our initiatives and pinpoint areas for ongoing growth and improvement. Our latest survey took place in September 2024, and the results show a positive increase in many areas:

- The overall Employee Net Promoter Score (eNPS) for engagement grew from 37 in 2023 to 48 in 2025. The industry benchmark is 25, and this score has moved Telent into the top 25 per cent for the Technology industry

- We saw positive increases in all sub drivers across the survey compared to 2023, from Environment and Growth to Reward and Recognition
- In the Diversity and Inclusion (D&I) sub driver, Telent scored an impressive 53, increasing from 45 in 2023, against an industry benchmark of 41
- In the Health and Wellbeing sub driver, we scored 38 compared to 31 last year and against 29 within the industry.

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.



Chris Priest, People Director