

# Gender Pay Gap Report 2025.

- • Relevant Pay Period      April 2025
- • Snapshot Date            5<sup>th</sup> April 2025
- • UK Headcount              349 employees



# Foreword.

Our culture is something we're proud of. It is that intentional culture that drives our work around equity and inclusion. To this day, it is still a fundamental part of our recently evolved DNA, including the behaviours we demonstrate to each other, and to our customers.

Our continued EDI work, led by Annabel Honour, has been central to us driving that commitment and impact across our own organisation and the markets we serve. We've continued to be completely aligned across our entire stakeholder landscape, from our people and our customers, to our Board, ensuring everyone is fully behind our strategic EDI goals and understands the role they play in driving them forward.

- Our Limitless programme continues to gain momentum – aimed at supporting and empowering those identifying as female by providing professional and personal skills sessions in a community of like-minded colleagues.
- We have completed the delivery of Inclusive Cultures training across our Sales and Group Support teams, to educate, on consent, use of "banter", and how to create inclusivity at the core of 'teamship' rules, underpinned by our values, principles and behaviours.
- We've delivered Inclusive Recruitment education across our Sales consultants to ensure hiring decisions are made with a scope of inclusivity, both internally and with our customers.
- We continue to incentivise our leadership community with our EDI targets, to make sure it's front and centre of their strategy business plans.
- We've continued and deepened our relationship with the Consent Collective, to continually promote awareness on what it means to have a 'safe workplace culture.', and we continue to support our customers with this on their respective journey's.

Over the past year, we've really pushed ourselves to stay ahead of the market, both in how we strengthen our own organisations culture through the lens of ED&I and how we support our customers to do the same.

We're pleased with the progress to date and acknowledge that there is always more to be done to address gender pay disparity in our workforce. In this period, our mean GPG has reduced YoY, meaning more females, are in the top salary bands, and we've also seen higher hourly rates for our female colleagues.

Our gender equity plan, continues to move at pace. Our GPG Action Plan, summarised on page 7, will help us continue to take the long-term, sustainable steps required to create gender equity at Gattaca, in the UK and across our global geographies.

Myself, our leadership team and the board are all passionate about escalating our efforts on reducing the GPG in Gattaca. On behalf of Gattaca PLC, I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



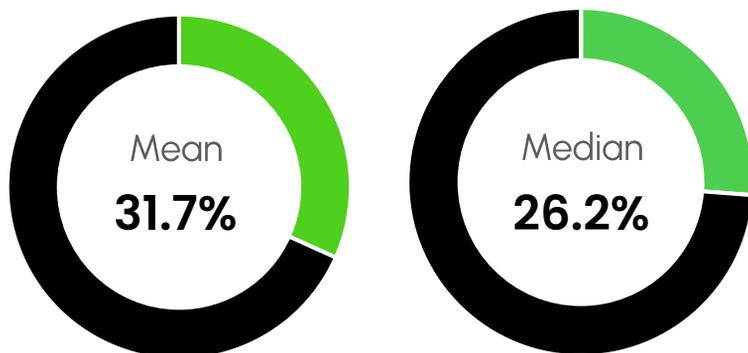
**Matthew Wragg** | Chief Executive Officer | Gattaca PLC



Over the past year, we've pushed ourselves to stay ahead of the market, both in how we strengthen our own organisations culture, through the lens of ED&I, and how we support our customers to do the same.



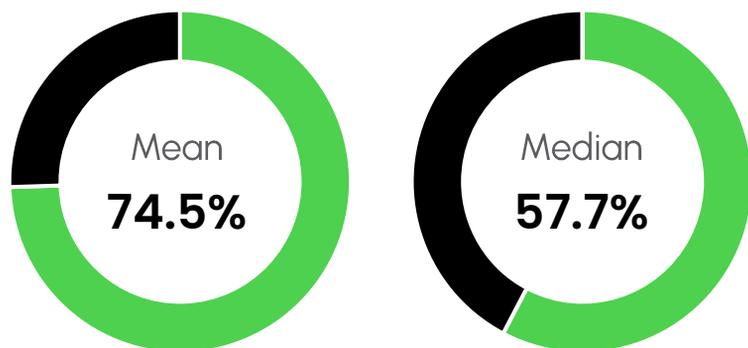
## Overall, Gender Pay Gap - Based on hourly rate.



The mean Gender Pay Gap has **reduced by 2.5%** on PY.  
*For every £1 a male earns, a female earns 68.3p.*

The median Gender Pay Gap has **reduced by 9.3%** on PY.  
*For every £1 a male earns, a female earns 73.8p.*

## Bonus gender pay gap - Based on hourly rate.



The mean bonus Gender Pay Gap has **decreased by 1.7%** on PY.  
*For every £1 bonus a male earns, a female earns 25.5p.*

The median bonus Gender Pay Gap has **increased by 11.7%** on PY.  
*For every £1 bonus a male earns, a female earns 42.3p.*

### A NOTE ON GENDER PAY GAP

A gender pay gap is a measure of the difference in the average pay of men and women - regardless of the nature of their work - across an organisation.

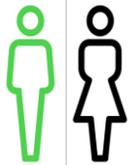
It is different from an equal pay comparison, which would involve comparing two or more people carrying out the same, similar or equivalent work.

Since 1970 it has been illegal to pay men and women differently for 'like' work. Gattaca's structured salary bands along with performance related pay rises ensure we comply with the relevant laws on equal pay and equality.

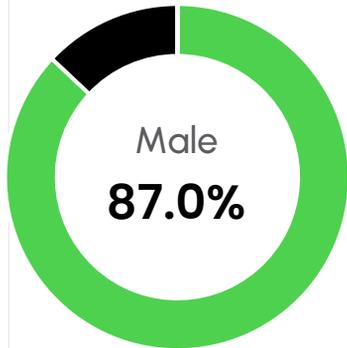
### TERMINOLOGY

**MEAN** - this is the value you get from dividing the sum of several quantities by their number.

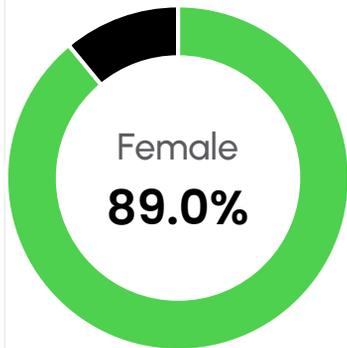
**MEDIAN** - this is the middle value within a range of values from lowest to highest.



## Proportion of Male & Female employees who received a bonus.



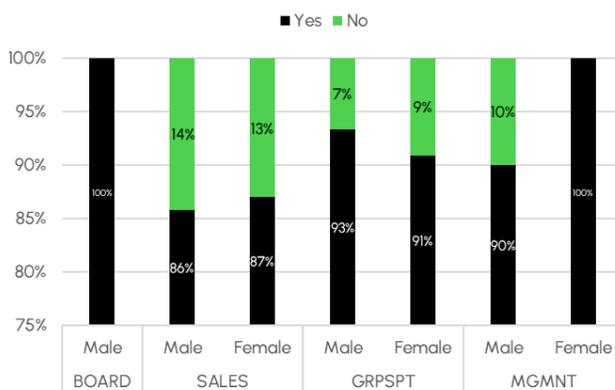
The % of males receiving bonus has **decreased** by 1% on PY



The % of females receiving bonus pay has **decreased** by 4% based on PY

- This year, 88% of relevant employees (-2% on PY) received bonus and overall, for the second-year running, more females received a bonus this year than males.
- Looking at who received bonus within each Function area:
  - Group Support saw **91%** females and **93%** males receiving a bonus.
  - 1% more females received a bonus in sales compared to males.

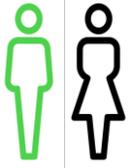
Who Received Bonus



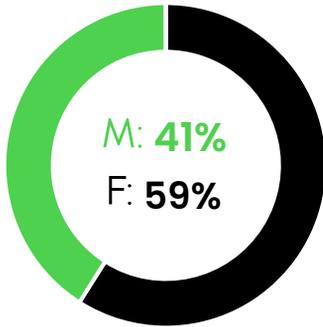
“ We believe in operating with complete transparency with our colleagues, treating them with dignity and respect, which is underpinned by our values.”

Claire Cross  
Chief People Officer

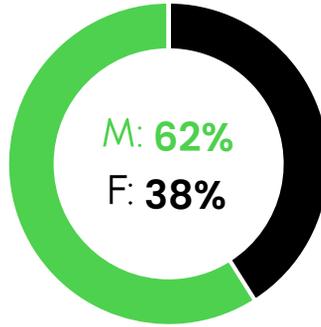




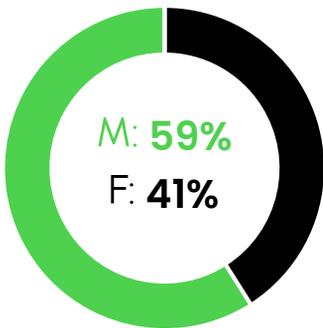
## Proportion of Males & Females in each quartile pay band.



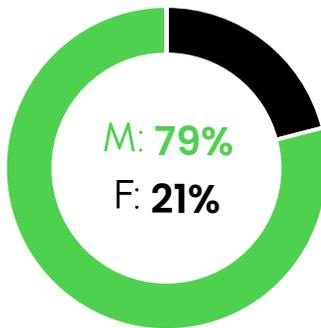
LOWER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE

The percentage of females has decreased in the lower middle, upper middle and upper quartiles compared to previous year.



LOWER QUARTILE:  
+7% more females



LOWER MIDDLE QUARTILE:  
+13% males

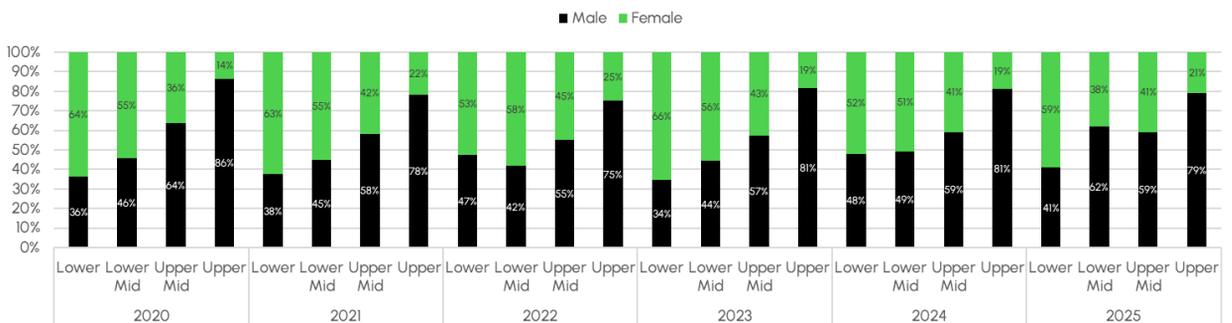


UPPER MIDDLE QUARTILE:  
No change on  
gender split.



UPPER QUARTILE:  
+2% more females

Proportion of Males & Females per Pay Quartiles



# Observations.

- Relevant and full pay relevant employees in the April 25 snapshot decreased by 28 heads compared with previous year.
- The gender split has increased slightly by 1% with slightly more (4) females leaving the business.

**The mean & median GPG have improved compared with PY.** This is because:

- There is a **higher % of females in the higher salary bands.**
- The base hourly rate has increased more for females than for males:
  - *The **mean hourly rate increased further from PY by £2.07 (10%) for females vs +5% for males***
  - *The **median hourly rate increased further from PY by £2.77 (16%) for females vs +2% for males***
- The mean bonus amount has increased since PY for both males and females:
  - ***For males it increased by 9% whilst for females, the increase was bigger, by 17%, further reducing the pay gap.***

**The mean bonus GPG has reduced compared with PY.** This is because:

- The % of employees getting bonus increased mostly in group support, but the average bonus payment for both males and females increased also across both Sales and Group Support when compared to PY. **The mean bonus amount increased however, more for males than females** which has increased the mean bonus gender pay gap (males +17%, females +9%).

**The median bonus GPG has increased compared with PY.** This is because:

- A bigger % of employees received bonus this year, and their average bonus was more.
- A bigger % of males in sales received bonus this year and the average payment was also more.



The fact we're seeing improvements in female pay compared to males, shows steady progress. We have clear salary bands per role, which enable equality across genders, and enable base pay decisions to be solely based on performance and contribution – whatever gender they identify as.



Elliott Bryant-Jeffries  
Head of People



# Our GPG Action Plan.

Whilst 2024 saw us give life to our strategy, this year, we have been working towards overall Inclusion & Belonging being a part of everything we do.

Our EDI and gender equity work is not separate to the way we operate and conduct ourselves across all aspects of work – it's built in and further enhanced by the launch of our new company values.

Our formal Sustainability reporting for 2025 shows a 1% decrease in women in senior leadership roles. This is a small community compared to our wider workforce, so when we look at overall data, we have a gender split of 45% female to 55% male across all our teams. Seeing the gender pay gap closing further, shows the positive strides we are making.

Here are some of the highlights of our action plan from the last year;

- Our Women in Careers network, Limitless continues to be our largest employee group and we run original sessions dedicated to supporting and empowering this community.
- We have financial targets for our senior managers around improving gender diversity within their teams.
- Further investment in our specialist partner, The Consent Collective, means we continue to mature and go over & above legislative requirements to prevent sexual harassment including providing active bystander training.
- Continuous improvements to our internal hiring processes and training remain important. We have an enhanced Inclusive Recruitment award that staff are working towards. This helps to remove bias and create conscious inclusion for ourselves and our clients.
- This year has seen our gender equity work span across all the communities we serve – having a wider reach creates a greater impact and allows us to collaborate and share ideas on best practice with our client. We also host an annual Women in STEM day to celebrate women from our industries.
- The launch of our Inclusion & Belonging hub and Sports & Socials Employee Group has allowed us to bring a greater variety of inclusive events to our workplace.

Our work continues to go from strength to strength, and it is brilliant to see the measurement of this through our pay gap reporting and workplace feedback tool where we have achieved an 8.9 score, which is 0.8 above the industry benchmark.

**Annabel Honour**  
Head of EDI | Gattaca PLC



**Our ambition is still clear: to continue our journey and weave EDI work into our everyday. We are committed to removing structural barriers, investing in inclusive development, and ensuring our people have equal opportunity to grow, contribute, and lead. Closing the gender pay gap is not a single initiative — it is a long-term commitment, and in we are more determined than ever to deliver lasting, positive impact**



**Annabel Honour**  
Head of EDI





1450 Parkway  
Solent Business Park  
Whiteley  
Fareham  
Hampshire  
PO15 7AF

T: +44 (0)1489 89 8989  
E: [info@gattacaplc.com](mailto:info@gattacaplc.com)

**Gattaca PLC**  
Registered in England and Wales under company number  
04426322

Registered Address: 1450 Parkway, Solent Business Park,  
Fareham, Hampshire, PO15 7AF

**[www.gattacaplc.com](http://www.gattacaplc.com)**

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