

# Gender Pay Gap

UK Report 2025



## Introduction

Since our first gender pay gap report nine years ago, our UK workforce has almost doubled. We are proud that, within a traditionally male-dominated industry, we have also seen a steady increase in female representation in that time.

**In 2017, women made up 28% of our employees; today, that figure stands at 32%. While there is still progress to be made, this is encouraging and reflects Gamma's efforts to attract and retain talented women.**

Our gender pay gap has also seen meaningful improvement over this period; our mean pay gap has reduced by 18%pts since 2017, and although the median pay gap has fluctuated over the years, it has also declined by 6%pts overall.

We have seen particularly strong progress in relation to the bonus pay gap since 2017. The mean bonus gap has reduced by 38%pts, and the median bonus gap has dropped by 21%pts.

Despite these positive trends, several challenges remain: women remain underrepresented in higher-paying roles and overrepresented in lower-paying roles. We are committed to trying to address these challenges through targeted initiatives.

As we reflect on our progress, we remain dedicated to understanding the factors behind our remaining gender pay gap and to taking meaningful action to close it. Our journey is ongoing, and we are proud of the steps we have taken so far, while recognising there is more work to do. Thank you to all our colleagues for your continued engagement and support as we build a more inclusive future together.



**Chris Bradford**

Chief People Officer  
Gamma Communications plc

### Statutory Declaration

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.

# What is the Gender Pay Gap?

The gender pay gap is the difference in the average hourly earnings of men and women, expressed as a percentage of men's earnings. It is a measure of labour market inequality and can reflect factors such as:

- the types of roles typically held by men and women
- seniority levels
- part-time working patterns
- representation in higher-paid occupations

A gender pay gap does not indicate unequal pay for equal work. It is possible to have a gender pay gap while paying employees fairly and lawfully.

## Legislative requirements

Gender pay gap reporting is a legal requirement for all UK organisations with 250 or more employees.

Each year, we must publish six specific metrics based on pay data taken on the 5 April snapshot date:

- 1 **Median gender pay gap**  
difference in the median hourly rate of pay
- 2 **Mean gender pay gap**  
difference in the mean hourly rate of pay
- 3 **Median bonus pay gap**  
difference in median bonus pay
- 4 **Mean bonus pay gap**  
difference in mean bonus pay
- 5 **Bonus proportions**  
percentage of men and women receiving a bonus
- 6 **Quartile pay bands**  
proportion of men and women in each of four pay quartiles

Bonus measures cover bonus pay received in the 12 months leading up to 5 April each year. Bonus pay also includes commission, share proceeds, referral bonuses, long-service awards and recognition payments.

All pay data must follow the calculation methodology set out by the Government Equalities Office, reflecting base pay, allowances and bonuses paid within the required period.

## Mean and Median explained

Throughout this report we refer to **mean** and **median** - two key measures that offer different insights into pay distribution.

### Mean

The mean (or average) is calculated by adding all hourly pay rates for a group and dividing by the number of employees.

- The mean gender pay gap is the difference between the mean hourly pay of men and women
- The mean can be influenced by a small number of high earners, making it important to interpret alongside the median.

### Median

The median is the middle value when all salaries are arranged from lowest to highest.

- The median gender pay gap compares the middle-earning woman with the middle-earning man.
- Statistically, the median is often considered a more representative measure, as it is less affected by very high or very low rates of pay.



$$\frac{\text{Sum of male hourly rates}}{\text{Total no. male employees}}$$



Mean  
(average)



$$\frac{\text{Sum of female hourly rates}}{\text{Total no. female employees}}$$

Lowest paid



Median  
(midpoint)

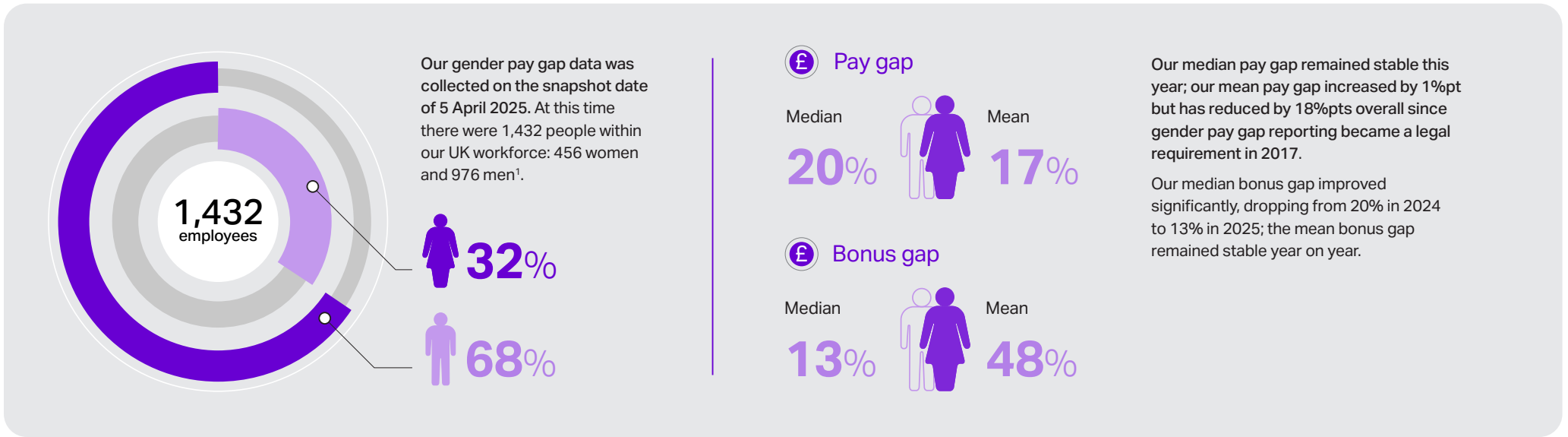


Highest paid

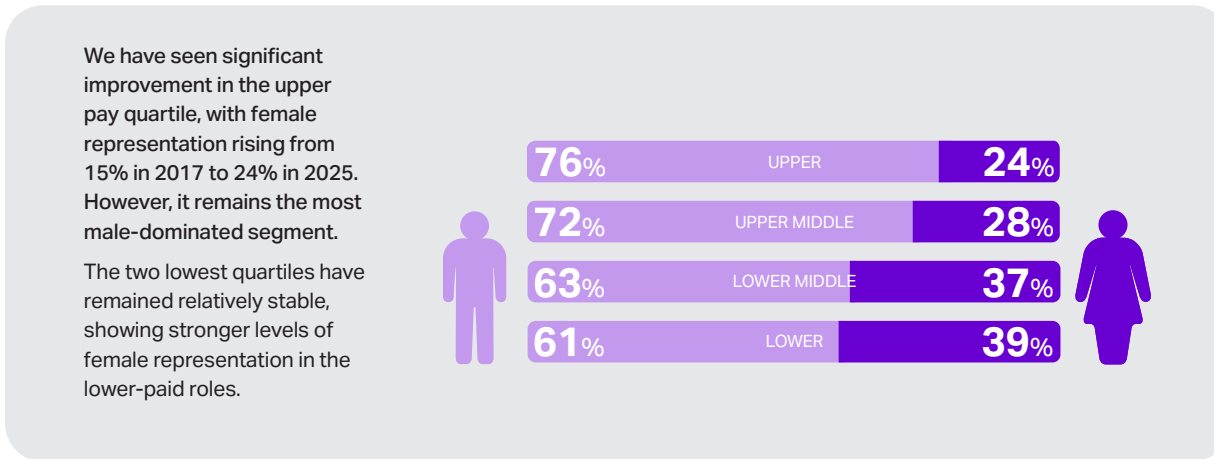


# Our Data - 5 April 2025

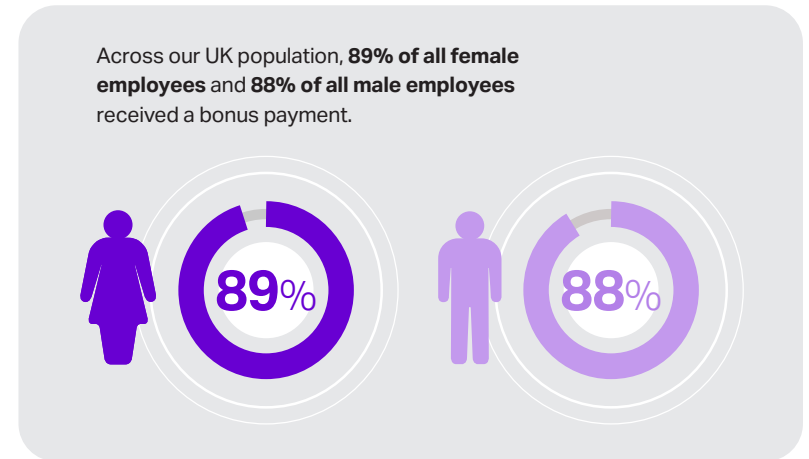
## Gender pay gap 2025



## Our gender proportions across pay quartiles

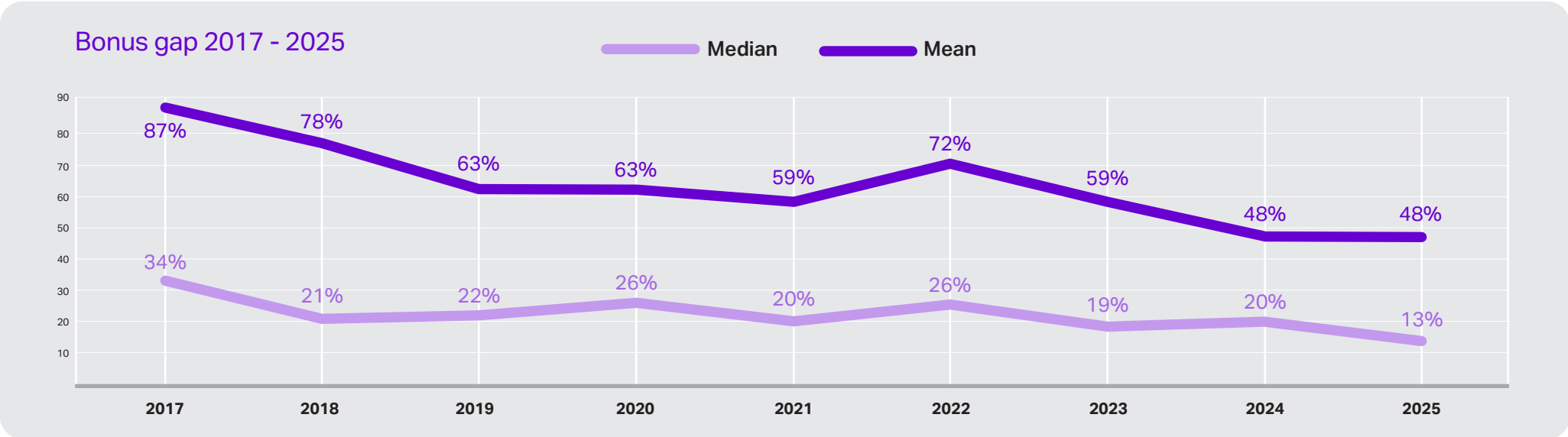
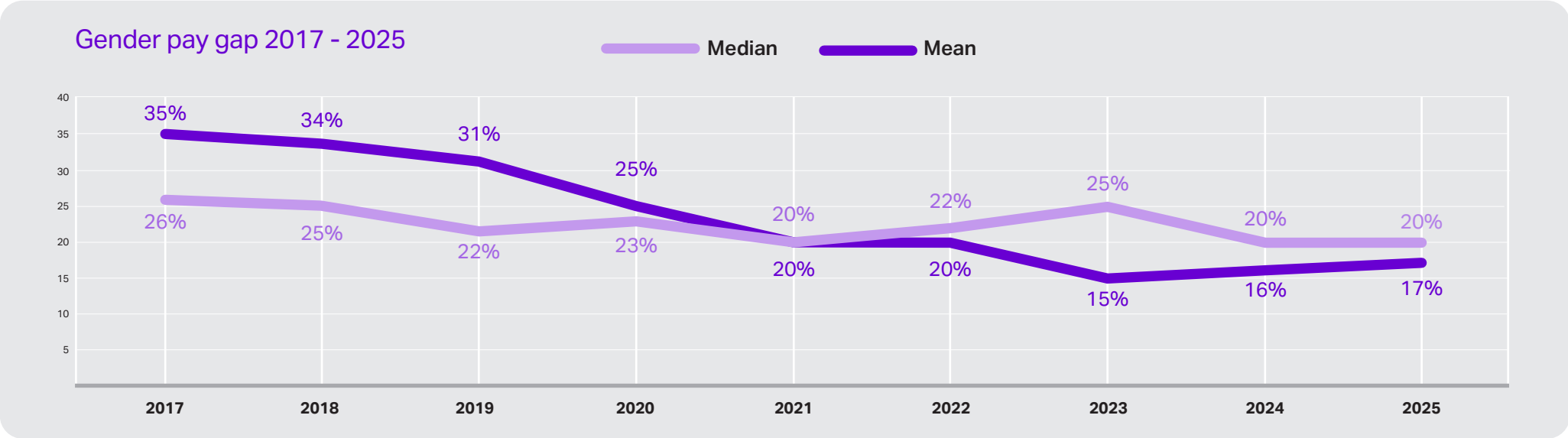


## Percentage of males and females receiving a bonus



<sup>1</sup>Former EnableX Group employees have been included in our pay gap calculations this year, following their formal transfer to Gamma on 1 May 2024. They were previously reported as an additional disclosure.

# Gamma progress 2017-2025





## Understanding the results

Over the last nine years, we have seen a steady increase in female representation within the upper pay quartile, rising from 15% to 24%.

**While this improvement is encouraging, there continues to be a significant imbalance: men remain more heavily represented in the highest paid roles, while women are more likely to occupy roles in the lowest pay quartile.** This distribution of employees across pay levels continues to be the primary driver of our gender pay gap.

During the period covered by the 2025 gender pay gap report, Gamma completed the acquisition of three companies. Of the employees who transferred into the business as part of these acquisitions, 80% were male, and 45% of these male employees were positioned in the upper pay quartile following integration. This further influenced our pay quartile makeup and contributed to the overall pay gap.

Our bonus data reflects payments linked to the exercise of share awards under a long-term incentive plan. These awards are mainly granted to senior leaders - this population remains predominantly male and therefore has an impact on our gender bonus gaps.

Additionally, our pay and bonus figures include commission payments. The most senior sales positions, which offer the greatest potential for higher commission-based earnings, are largely held by men. As a result, these commission payments also contribute to both the pay and bonus gaps.

# Actions we are taking

## Recruitment

In 2024, we adopted a more inclusive approach to recruitment advertising and employer brand content, designed to encourage applications from a broader and more diverse candidate pool. We have also begun introducing more gender-diverse interview panels, helping to bring a wider range of perspectives into our selection processes. During 2025, we have further educated our interviewers and hiring managers on inclusive hiring practices and unconscious bias, to support fair and consistent decision-making across the business. Alongside this, we have introduced gender hiring reports for leaders.

In 2026, we will be introducing formal training for interviewers and hiring managers, along with developing enhanced recruitment reporting to better identify and address potential points of inequity.

## Early Careers

Early careers continue to be a key area of focus. In September 2024, we welcomed a new cohort onto our Technology Graduate Scheme, 29% of whom are female. While this represents progress in attracting women into early-career technical roles, we recognise the need to further strengthen female representation in our future talent pipeline.

The Technology Graduate Scheme is designed to equip graduates with the skills and experience required for a smooth transition into permanent roles within Gamma. By increasing the number of women entering technical

pathways, where many of our higher paid roles sit, we are taking meaningful steps to address one of the drivers of our gender pay gap and support greater progression of women into skilled, higher-earning roles where they have historically been underrepresented.

Apprenticeships have also remained a priority throughout 2024 and 2025. We now have 78 employees undertaking apprenticeships (a 13% increase since 2024), including 66 based in the UK. Notably, 42% of our current apprentice cohort is female, supporting our aim to broaden access to early-career pathways and increase female representation in roles that can lead to higher paid positions.

Since the snapshot date we have recruited an additional 18 apprentices into Gamma UK. The apprentice recruitment process is designed to remove barriers and reduce bias, helping us build a more diverse talent pipeline. Academic entry requirements have been removed for the majority of roles and hiring managers are trained and supported to run an inclusive, values-led selection process in which candidates are assessed on behaviours and aptitude rather than academic history. Shortlists are provided in a fully blind format, with no information relating to gender, race, or socioeconomic background being shared with managers.

Collectively, these actions have helped us attract a more diverse group of early-career talent, increase female participation in technical and higher-earning career pathways, and support the structural change required to narrow our gender pay gap over time.





## Actions we are taking

continued

### Culture and inclusion

**Our 'Women at Gamma' community continues to play a critical role in supporting women's development, progression, and visibility across Gamma.** By building networks, providing access to senior role models, and offering development opportunities, the community helps address some of the cultural and structural barriers that can limit women's progression into higher-paid roles.

Later this year, the community will host a series of panel sessions focused on career guidance, female empowerment and showcasing senior female leadership across Gamma. These initiatives are designed to inspire women at all career stages, strengthen internal networks, and support advancement into senior and specialist roles.

### Leadership Accountability

**Our Executive Committee are committed to improving the diversity of Gamma's workforce and improving opportunities for those in minority groups.** As such, each community under our 'You Belong' programme has an Executive Committee sponsor to support with driving initiatives forward. The Women at Gamma community is sponsored by our Chief People Officer, Chris Bradford.

### Job architecture

**Our job architecture programme has continued to progress over the past year, laying the groundwork for the rollout of a Groupwide job level framework.** This framework will introduce standardised pay ranges, clearer role expectations, and transparent career pathways for all employees.

Improving consistency in how roles are evaluated and paid will reduce the likelihood of unintended disparities between men and women in comparable roles. Greater clarity around progression will also help to ensure women have fair and visible routes into more senior and higher-paid roles. As we prepare for implementation in 2026, this programme remains a central part of our long-term strategy to strengthen pay transparency, promote equal opportunity, and support women's progression across Gamma.

## Our Values



We're there, and we care



We love to grow



We step up and own it



We do the right thing