

Percepta UK Ltd.

Gender Pay Gap Report

As of April 2025



FAIR PAY. EQUAL OPPORTUNITY.



from the desk of **Scott Collins**
Vice President of Operations

Percepta is deeply committed to ensuring fair, equitable, and transparent pay for all our employees. Creating an inclusive workplace where everyone is rewarded fairly for their contribution is a core principle of how we operate and how we continue to grow as an organisation.

Our latest gender pay gap results are below the UK median benchmark. Senior leadership is evenly balanced (50/50), with recent internal promotion and external senior hire both female. This reflects a continued focus on fair, merit-based progression and representation at senior levels.

Our UK colleagues also have had the chance to join Percepta's first ever Employee Resource Group (ERG) 'Women of Percepta'.

We received external recognition in 2025, including 'Woman of the Year' at the Stevie Awards and ranking #1 overall in the 'In Her Sight' company rankings.

These outcomes demonstrate our ongoing commitment to ensuring opportunity, progression, and advancement are driven by talent and merit.

While we are proud of this progress, we recognise that maintaining equity requires continuous attention. We will continue to closely monitor our gender pay data and broader workforce metrics, and where any issues or trends emerge, we will take prompt, data-led and decisive action.

Scott Collins

Scott Collins
Vice President of Operations

What is the difference between equal pay and a gender pay gap?

Equal Pay



Equal pay means paying men and women the same for like work, work of equal value, or work rated as equivalent.

There has been legislation outlining equal pay obligations in the UK for over 50 years. With more than 250 employees, Percepta UK is required to report its gender pay gap.

Gender Pay Gap



A gender pay gap looks at the differences in pay between genders across groups of employees irrespective of the work they perform.

One of the main reasons for the gender pay gap in our society is that men are statistically overrepresented in higher-paid senior roles.

A gender pay gap does not mean unequal pay for equal work.

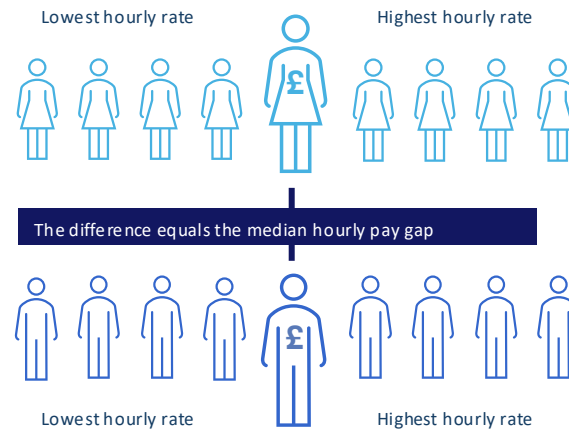
How are the pay gaps calculated?

The median is the middle value, and the mean is the average. How are these used in gender pay gap reporting?

Median pay gap

If all employees were ordered from lowest to highest hourly pay, the median pay gap (as a percentage) is the difference between the middle female employee and the middle male employee.

The median is a robust measure of central tendency, as it is less distorted by a small number of outliers such as very high or very low earners, providing a more representative view of typical pay.



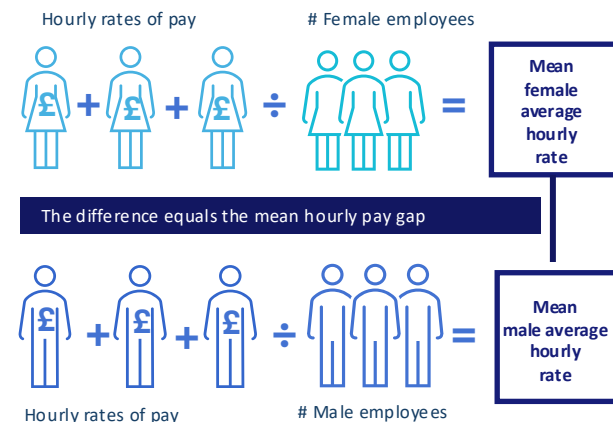
How are the pay quarters calculated?

Pay quarters are calculated by dividing all hourly rates paid across the business, from lowest to highest, into four equal sized groups employees and calculating the percentage of males and females in each.

Mean pay gap

If we add together all the hourly rates of female employees and calculate the average and do the same for male employees, the mean pay gap (as a percentage) is the difference in pay between the average female and male hourly rate.

The mean is sensitive to outliers, so it can be influenced by a small number of very high earners, making it useful for highlighting the impact of pay distribution at the upper end.



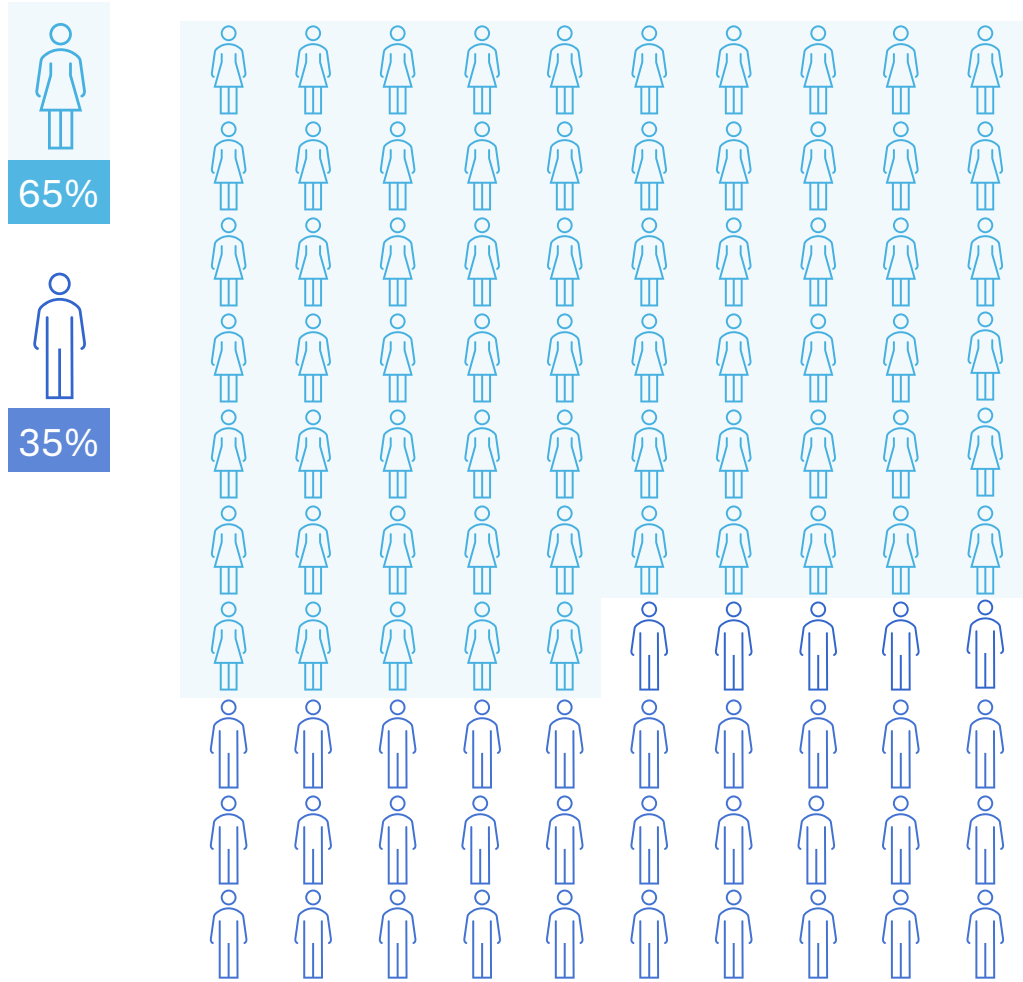
How is the bonus gap calculated?

The mean and median bonus gaps are calculated in the same way as the gender pay gaps. However, this time we use the actual bonuses paid to employees. We also report the number of female and male employees receiving a bonus (as a percentage of the total female and male population).

Our 2025 results

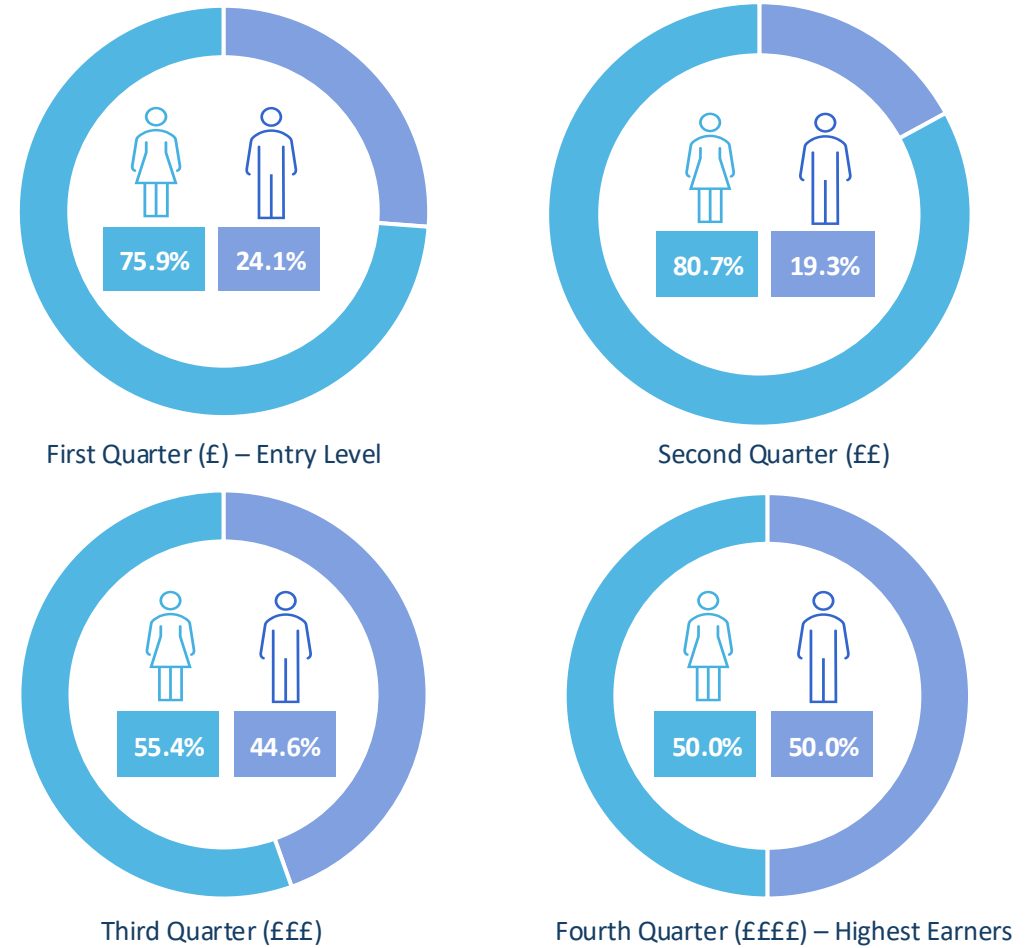
Employees

The percentage of all male and female employees are:



Pay quarters

The percentage of all male and female employees within each quarter are:



Our 2025 Gender Pay Gap results

Gender Pay Gap

The structure of our workforce remains similar year-on-year with women making up 65.4% of our UK workforce (vs. 65.8% in prior year).



The median gender pay gap was 11.8%, providing the most representative measure of underlying pay differences as it is not distorted by outliers such as higher earners. This compares favourably to the UK benchmark (12.8%), reflecting a comparatively more balanced pay distribution.

The mean gender pay gap for 2025 is 15.8%, a year-on-year reduction of 3.4 percentage points (from 19.2%). While this remains above the UK benchmark of 13% based on ONS estimates, (Annual Survey of Hours and Earnings 2025), the gap is driven by pay concentration at the most senior levels rather than an imbalance in overall gender representation.

Median national pay gap 12.8%, mean national average pay gap 13.0% based on estimates from the Office for National Statistics' Annual Survey of Hours and Earnings 2025.

What is causing a Gender Pay Gap at Percepta?

Role Distribution: Women are overrepresented in frontline roles, with 69% of Customer Service Agent positions held by women.

Tenure Profile: Male employees have longer average tenure (5 years, 6 months vs. 4 years, 7 months), contributing to progression into higher-paid roles.

Bonus Gap

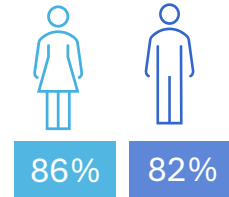
All bonuses paid in the year up to 5 April 2024 are used for the calculation of the bonus gap. All our bonus schemes are gender neutral by design. The UK schemes include Annual Incentive Plan (AIP), Pay For Performance (P4P), Road2Rewards (R2R) and vouchers.

Participation in bonus schemes is broadly equitable across genders, with 85.5% of women and 82.2% of men receiving a bonus. This indicates that access to bonus opportunity is consistent across genders..

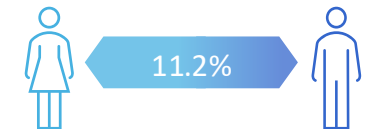
At the typical employee level, the median bonus gap is 11.2%, with women receiving lower median bonus values than men. This suggests a moderate difference in outcomes, likely reflecting role level and distribution rather than widespread disparity.

The mean bonus gap is significantly higher at 36.9%, indicating that a small number of high-value bonuses, typically at more senior levels, are disproportionately awarded to men. Overall, this points to a gap driven by bonus value at the upper end, rather than differences in participation.

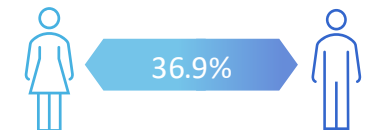
Received Bonus



Median Bonus Gap



Mean Bonus Gap



What are we doing to address our Gender pay gap?

We are committed to creating an inclusive workplace that provides the tools and resources to support colleagues to thrive professionally and personally.

Actions we are taking...

Through multiple forums, we have continued to listen to our team members and leaders about their day-to-day experience of working at Percepta and have either introduced, or are looking to introduce, initiatives that support their aspirations to develop and progress in the business.

Women in Business ERG

- We have launched our first 'Women of Percepta' Employee Resource Group (ERG), with its inaugural meeting taking place in October 2025. This forum focuses on strengthening representation, supporting career progression, and enabling connection, mentorship, and shared experience. It will play a key role in identifying barriers, shaping targeted initiatives, and ensuring continued progress in developing female talent across the organisation.

Women's Health & Menopause Support

- We have increased our focus on women's health, with enhanced support and awareness around menopause. This includes education for both employees and leaders to build understanding, reduce stigma, and ensure appropriate support in the workplace. These actions aim to improve retention, wellbeing, and inclusion, particularly for experienced female employees, supporting sustained representation at all levels of the organisation.

UK DEIB Insights Informing Action

- Our 'We Belong' DEIB survey directly informs our gender pay gap actions. UK results show strong confidence in our policies and a generally positive employee experience. We are building on this through enhanced manager capability, targeted listening, and a continued focus on translating policy into consistent, inclusive practice. This ensures a sustained focus on improving retention, progression, and representation across the UK.

Actions to Support Progression and Retention

- We are taking targeted action to support progression and retention, informed by our data. This includes tracking promotion rates by gender to ensure equitable outcomes, strengthening flexible working to support caring responsibilities, and enhancing support for employees returning from maternity leave. These actions aim to improve retention and enable sustained progression for women across all career stages.

We confirm that the information contained within this report is accurate.

Scott Collins

Scott Collins
Global Vice President of Operations
Director, Percepta UK Ltd.

Gillian Pickard

Gillian Pickard
Senior Manager, Regional Human
Resources

