UK Gender Pay Gap 2025

I'm proud to present our company's first mandatory gender pay gap report. This is a significant milestone in our ongoing commitment to transparency, equity and inclusion.

As a business, we know that diversity in all its forms makes us stronger. Our people are at the heart of everything we do, and we're dedicated to creating a workplace where everyone has the opportunity to thrive, develop and be rewarded fairly. Understanding and addressing our gender pay gap is a vital part of this journey.

This report provides an honest and clear view of where we currently stand. Like many companies, our data shows that we have work to do. While a gender pay gap does not mean unequal pay for equal work, it does highlight imbalances in representation across different levels and roles within our business.

We're already taking steps, both immediate and long-term, to support greater gender balance and build a more inclusive environment. We know meaningful change takes time, but we're fully committed to making continued progress year after year.

IQ-EQ has employees based all over the UK and for the purpose of this report we have voluntarily included our colleagues in Northern Ireland, despite there being no gender pay reporting requirements. We share this report not only as a requirement, but as a reflection of our values and our promise to hold ourselves accountable.

Sinead O'Connor

Regional Head of HR, UK, Ireland and Crown Dependencies

I confirm the gender pay gap data and narrative contained in this report is accurate.

Gender pay gap

IQ-EQ UK

- This data shows the difference between the average (mean and median) hourly pay levels of all female employees compared to all male employees, irrespective of their role or level within the organisation. This is expressed as a percentage of male employees' average pay

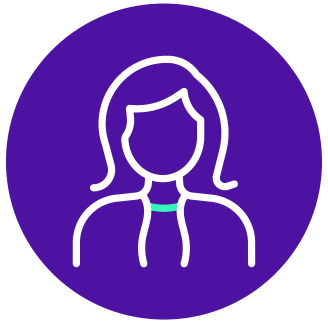
- Quartiles are our pay bands split into four equal bands from the lowest to the highest. The lower quartile is the lowest paid band, and the upper quartile is the higher paid band

Mean and median pay/bonus gap

	Mean	Median
Gender pay gap	8%	0%
Bonus pay gap	27%	0%

	Male	Female
% employees receiving a bonus	85%	82%

Overall, women represent 40% of the total population

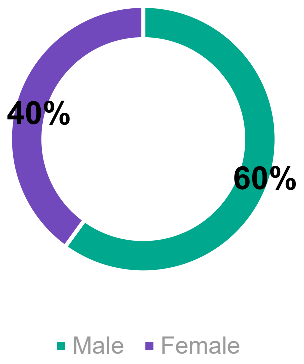


204

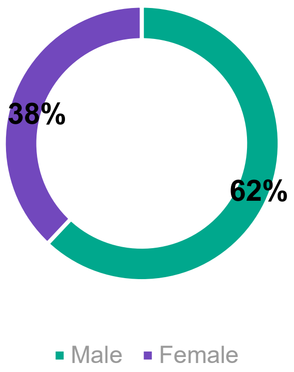
313

Gender distribution across equal pay quarters:

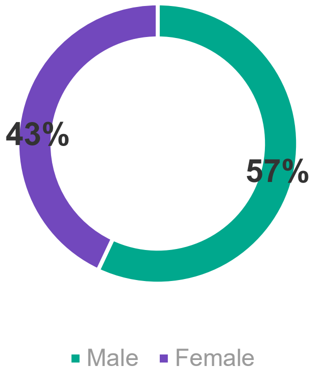
Lower quartile



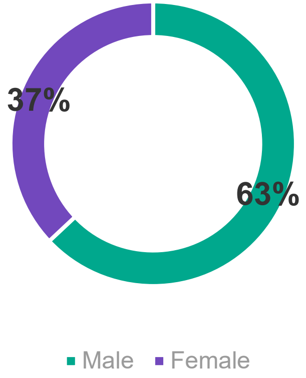
Lower mid quartile



Upper mid quartile



Upper quartile



Footnote:

Key points

1

Addressing the gap

We recognise that a gender pay gap exists within our organisation, particularly in relation to both overall pay and bonus distribution. While this reflects broader structural imbalances such as the underrepresentation of women in senior and commission eligible roles, we're fully committed to addressing these disparities and are actively working to close the gap through targeted initiatives.

Our goal is to create a more balanced, equitable workplace where all employees have equal opportunities to succeed and thrive.

2

Analysing our pay gap

The mean gender pay gap stands at 8%, suggesting that, on average, men earn 8% more than women within the organisation. The gap is mainly influenced by the composition of males at a senior level and the geographical strategy of the business placing more executive-level roles in our London office. However, the median pay gap is 0%, which means that, when comparing the middle point of male and female earnings, there is no gap, highlighting a more balanced pay structure for the majority of employees.

We recognise that we have more work to do to close the gap on bonus with the mean bonus pay gap currently at 27%. However, the median bonus pay gap is 0%, implying parity at the median level.

3

Factors impacting the bonus gap

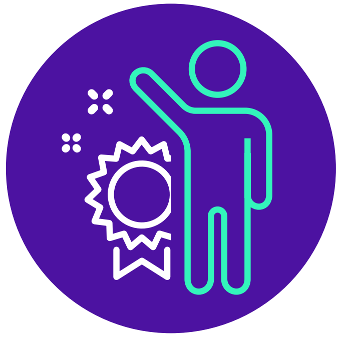
Our bonus gap is influenced by variable factors including company, business unit and personal performance. The mean gap (27%) is heavily impacted by the composition of commission-eligible and senior employees in the UK business. Additionally, bonus figures do not account for pro-rated payments to part-time colleagues, most of whom are women. Despite this challenge, we remain committed to promoting flexible working as a key retention strategy. Our mean bonus gap is 0%, which reflects an even distribution of bonus awards across male and female colleagues.

Our actions

We're determined to maintain a continued focus on reducing our pay gap. The actions we've taken and continue to progress span the three pillars of our EVP:

Being you

Advancing you



Recognising you

Being you

Talent acquisition

- The TA team ensures end-to-end equity in our recruitment process by:
  - Leveraging diverse job boards, community organisation and networking to reach a broader pool of candidates
  - Using inclusive job descriptions and focusing on essential skills to appeal to a range of candidates with diverse backgrounds
  - Competency based interviews ensure a gender-neutral selection criteria and this format is used consistently for all interviews.
  - Including a mix of backgrounds and participants in the interview process to promote inclusivity and fair evaluations. Our most recent stats show that 76% of our interview panels had both men and women present; 14% were women only and 10% were men only
  - Promoting employer brand diversity through social media, website and recruitment materials to help attract diverse talent

Hybrid working

- We recognise that supporting our people through all stages of life is critical to building an inclusive and high-performing workforce. Our hybrid working model provides greater flexibility, helping colleagues balance professional and personal responsibilities more effectively. By removing rigid barriers to participation in the workplace, hybrid working helps us retain talented women and reduce the risk of them stepping back from or leaving the workforce altogether

Employee-led networks

- Our five employee-led networks (ELNs) play a central role in fostering a positive workplace culture, promoting diversity, equity and inclusion, and supporting the professional development of our people. 'Thrive' is an ELN dedicated to supporting the women of IQ-EQ and those who champion their development. A global network, it's helping to connect, inspire and support women across all locations, levels and disciplines. The aim of this ELN is to empower women to take ownership of their careers by offering mentorship, sponsorship and friendship.

Advancing you

Shadow GMT

- This initiative aims to provide hands-on executive experience to our highest performers while also challenging and inspiring the Group Management Team (GMT) with fresh perspectives, diversity of thought, and renewed drive to deliver success. The 2024 Shadow GMT cohort was 50% female, and our 2025 cohort is 53% female, demonstrating our focus on support for a diverse leadership pipeline for the future. It also includes people from all regions

Development programmes

- We've developed a range of internal training programmes to engage people at different stages of their career. 'Elevate' is our internal development programme focused on nurturing women in leadership, supporting those who want to further develop their skills and knowledge, bring their best selves to work and progress in their careers. Importantly, gender balance is assessed across our development programmes.

Succession planning and internal movements

- Internal moves, which include promotions, are a key part of our succession planning and retention strategy across IQ-EQ, as well as a highly regarded inclusion practice. We're committed to investing in our people and rewarding good performance to encourage overall excellence, and internal moves allow us to showcase when individuals have excelled in their current role, developed and gained experience, providing them with opportunities for career development and advancement. In the last 12 months, 56.8% of promotions were female. We also review gender balance in our jurisdictional senior leadership teams across the organisation and our Regional CEOs are responsible for ensuring, where opportunities arise, that this balance is addressed.

Unconscious bias

- We know that meaningful change requires more than policies; it requires awareness and action. Unconscious bias training is a key tool in our strategy to promote fair and equitable decision-making across recruitment, promotions and everyday interactions. By helping our colleagues and leaders recognise and challenge hidden biases, we create an environment where talent and performance are the true drivers of opportunity. This approach supports the progression of women into senior and revenue-generating roles, which is critical to closing the gender pay gap over time.

Recognising you

Family-friendly leave

- Our enhanced maternity leave offering 6 months full pay provides meaningful support during a pivotal life moment. It reflects our commitment to ensuring that becoming a parent does not limit career potential. By creating a more supportive environment for women before, during and after maternity leave, we encourage long-term retention and smoother re-entry into the business. These policies are not only strong retention tools, they're essential in ensuring gender balance at all levels of the organisation, ultimately contributing to a narrowing of the gender pay gap over time

Remuneration transparency

- Alongside awareness, transparency is essential to building trust and accountability. By increasing visibility around how remuneration is determined, we ensure that all employees understand the pathways to progression and recognition. Transparent reward structures reduce the risk of subjective decision-making and help to remove barriers that may have historically limited female advancement. Together, these initiatives strengthen our culture of fairness and are central to our mission of creating a workplace where every colleague has the opportunity to thrive and be rewarded equitably

Salary benchmarking

- To ensure fairness and competitiveness in our compensation strategy, we actively use benchmarking to evaluate salaries across the organisation. Our approach ensures all employees are paid within the 80th-120th percentile of market rates, aligning our pay structures with industry standards while maintaining internal equity. This framework allows us to attract and retain top talent while addressing any discrepancies that could contribute to pay gaps. Addressing these disparities remains a priority as we refine our talent strategies, leadership development initiatives and compensation reviews.

Useful notes

Pay gap vs equal pay

- A **pay gap** is the difference in pay between two groups. For gender pay, this means the difference between men and women's earnings as a % of men's pay. It's an overall percentage that doesn't account for differences in role, seniority etc.
- By law, men and women must get **equal pay** for doing 'equal work'. This is work that equal pay law classes as the same, similar, equivalent or of equal value

Mean and median explained

- The **mean** pay gap is the difference in the arithmetic average hourly pay for one group compared to another, within our organisation (in this case, men compared to women)
- The **median** represents the middle point of a population. If you lined up all our women and all our men in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rate for the middle woman compared to that of the middle man
- The mean and median are important metrics and need to be looked at together. However, the mean can be skewed by fewer individuals earning more in the upper ranges

Reminder of the legislative requirements

Gender pay gap legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish, on an annual basis, their gender pay gap data. This must be based on figures taken on 5 April each year. The specific information we're required to publish includes:

- Mean and median gender pay gap (based on an hourly rate of pay on 5 April 2025)
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5 April 2025)
- Proportion of men and women receiving a bonus payment
- Proportion of men and women in each quartile pay band (looking at the proportion in four pay bands when we divide our workforce into four equal parts)

The gender pay gap is expressed as a percentage of male earnings (e.g. women earn x% less than men).

IQEQ

Know how Know you

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