

# GENDER PAY GAP REPORT 2024-25

Driving Diversity, Equality & Inclusion



# MESSAGE FROM OUR CPO



I am incredibly proud of the progress we've made and even more excited about what's ahead. With new investors behind us and a renewed energy across Sabio, we have a real opportunity to accelerate the change we want to see. Gender balance is still a challenge across the industry, but we believe it's one we can overcome. With focus, ambition and a culture built on integrity, fairness and doing the right thing, we're committed to leading that change.

Our goal is simple: build a workplace where everyone, regardless of gender, can thrive, grow and lead. That means removing barriers, championing fresh perspectives and holding ourselves to the highest ethical standards in everything we do. We know meaningful progress takes time but with the momentum we have today, we're not slowing down. At Sabio, opportunity, fairness and integrity will always be part of our foundation and we're determined to make that felt at every level of our organisation.

**Katherine Watkins**

Chief People Officer

# WHO WE ARE

Sabio is a global digital customer experience (CX) transformation specialist



## CX Transformation

We are leaders in digital customer experience transformation, combining deep contact centre expertise with advanced technology.



## AI & Data

Our solutions harness AI, analytics and CRM to connect ambition with execution, turning complexity into clarity.



## Global Reach

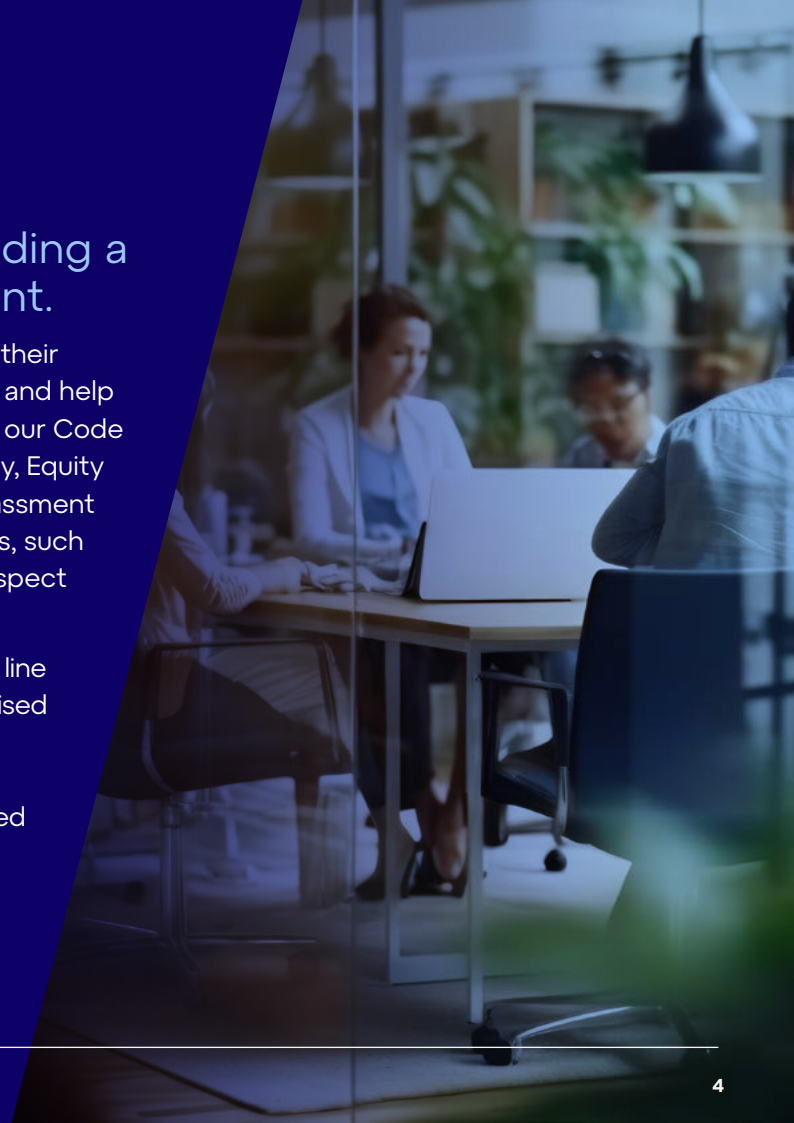
With operations across the UK, Europe, Asia, South Africa and the Middle East, we support major organisations in finance, utilities and public sector.

# OUR COMMITMENT TO INCLUSION

At Sabio, we are committed to building a respectful and inclusive environment.

A key part of this is listening to colleagues and acting on their feedback, creating space for people to share their views and help shape our culture. This commitment is also supported by our Code of Conduct and workplace policies, including our Diversity, Equity and Inclusion Policy and Anti-Discrimination and Anti-Harassment policies. Alongside this, we encourage everyday practices, such as sharing pronouns in email signatures, to strengthen respect and belonging across the business.

For the purposes of the Gender Pay Gap reporting, and in line with government regulations, employees must be categorised as either male or female according to their legal sex. We recognise that this binary approach does not reflect the gender identities of all colleagues. While the data presented here is limited to these legally defined categories, we are committed to supporting and respecting the diverse gender identities within our workforce.



# What is the Gender Pay Gap?

The **Gender Pay Gap** is the difference in the average earnings of men and women across an organisation. It reflects factors such as role distribution, representation in senior positions, and patterns of part-time work.

The **Gender Pay Gap** is different from 'Equal Pay'. 'Equal Pay' means that men and women performing the same or similar roles must receive the same pay; this is a legal requirement.

# WHAT IS THE GENDER PAY GAP?

At Sabio we calculate our Gender pay Gap by comparing the average earnings of men and women employees. We report on:

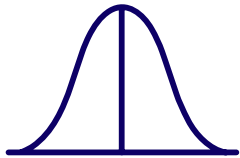
## Median Pay Gap

Compares the pay of the middle ranking woman with that of the middle ranking man. Less sensitive to extreme values.

## Mean Pay Gap

Compares the average hourly earnings of women and men across the organisation. Influenced by the distribution of high paid roles.

# HOW IT'S CALCULATED



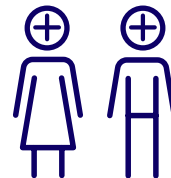
## Mean & Median

Hourly pay gap comparisons using mean and median values



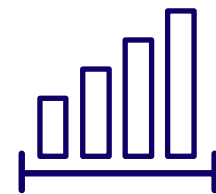
## Bonus Gaps

Mean & median differences in bonus pay between women and men



## Participation

Proportion of women and men receiving a bonus



## Quartiles

Distribution of women and men across the four pay quartiles.

# WHY WE DO IT



## Trust & Culture

Transparent reporting builds trust with our people and stakeholders, reinforcing a culture of openness.



## Legal & Ethical

We are legally required to report, and doing so reinforces our commitment to fairness and inclusion.



## Business Impact

Organisations that close their gender pay gap outperform peers, attracting diverse talent and driving innovation.



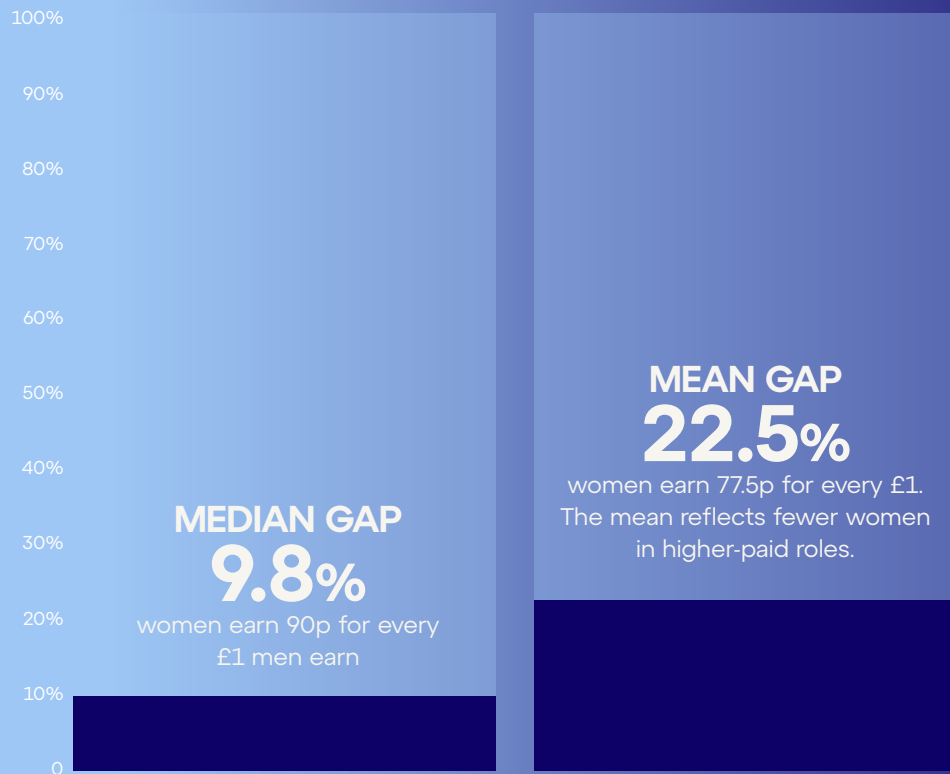
## Insight & Accountability

Understanding our gaps helps us identify barriers, target interventions and track progress over time.



# OUR RESULTS

# HOURLY PAY GAP



## OUR RESULTS

# BONUS GAP & PARTICIPATION

100%  
90%  
80%  
70%  
60%  
50%  
40%  
30%  
20%  
10%  
0

### MEDIAN BONUS GAP

**53.7%**

women receive 46p for every  
£1 men receive

### MEAN BONUS GAP

**37%**

fewer women in sales roles drives  
larger gaps, as “bonus” is being  
based on a commission scheme

### BONUS PARTICIPATION

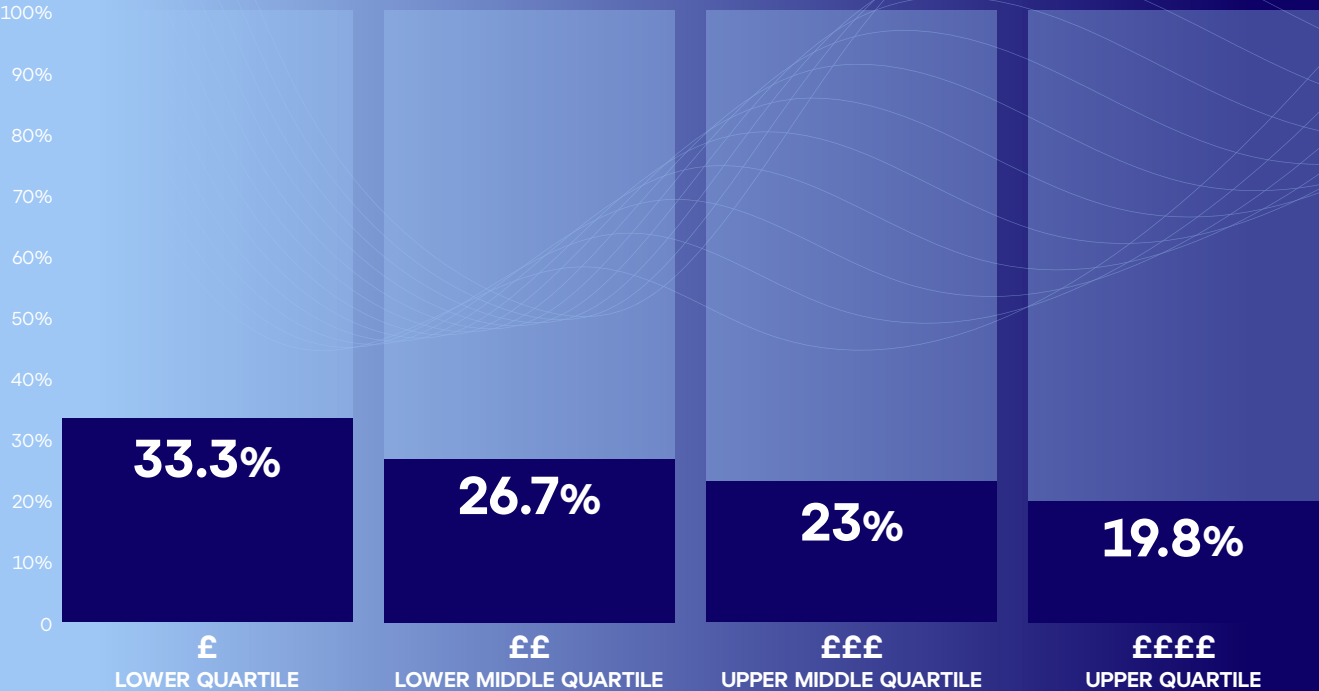
women | men  
**16.8%** | **15.5%**

receive a bonus,  
indicating similar access  
to bonus schemes.

OUR RESULTS

# PAY QUARTILES

Women are concentrated in the lower pay quartiles and under-represented in the highest-paid roles.



# PROGRESS & CHALLENGES 2023 - 2024



## MEDIAN PAY GAP

**13.7% - 9.8%**

Improved by 3.9 pts (86p → 90p)



## TOP QUARTILE

**16.8% - 19.8%**

More women in highest-paid roles



## MEDIAN BONUS GAP

**61.0% - 53.7%**

Reduction of 7.3 pts



## MEAN BONUS GAP

**44.1% - 37.0%**

Reduction of 7.1 pts



## BONUS PARTICIPATION

**11.8% - 16.8%**

More women receiving bonuses

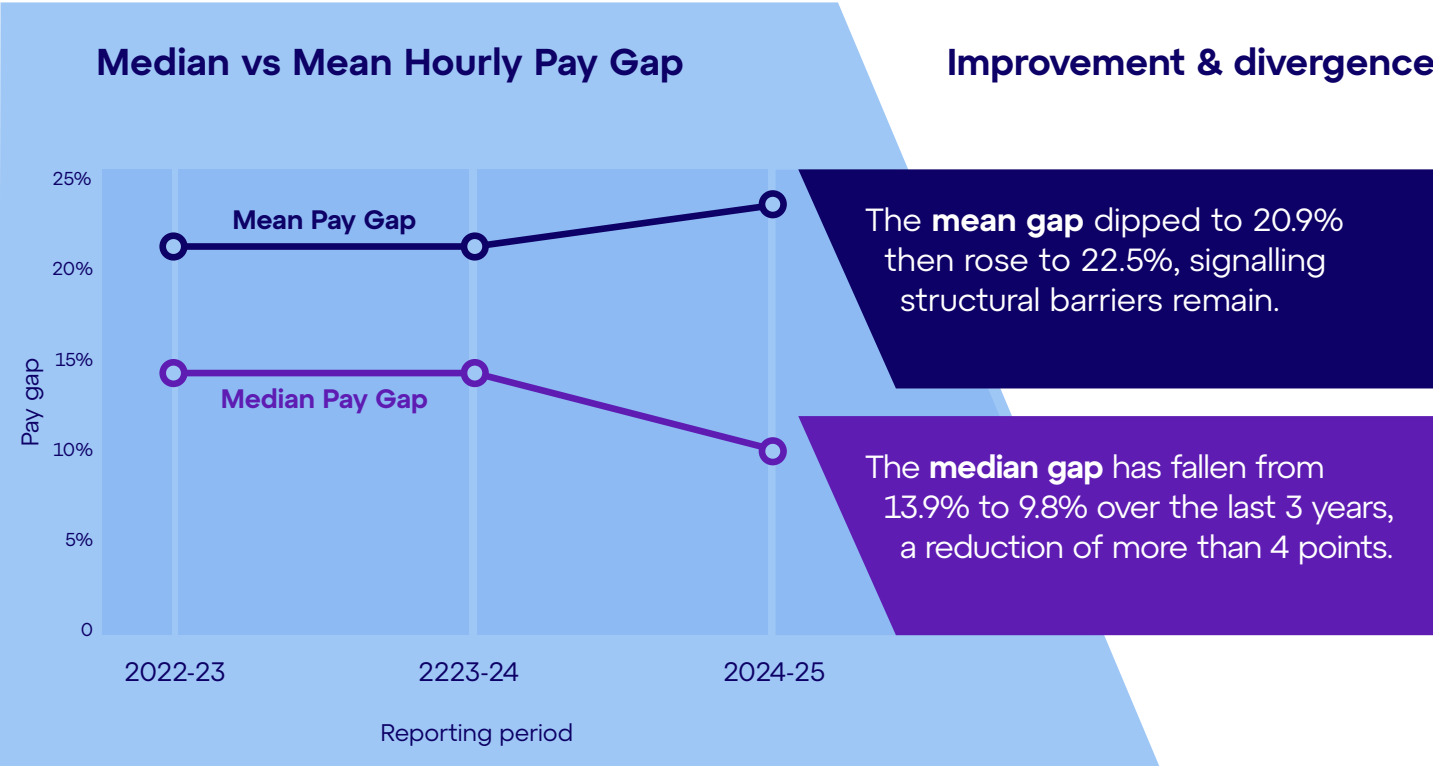


## CHALLENGES

**20.9% - 22.5%**

Mean gap rose; women in lowest quartile 30.2% → 33.3%

# OUR GENDER PAY GAP OVER TIME



# ANALYSIS & HYPOTHESES

## Workforce Composition & Industry Context

Roughly 26% of people working in IT are women. At Sabio, the workforce is 73% men and 27% women, highlighting an enduring gender imbalance.

## Transformation & Economic Factors

Recent organisational restructuring and broader macro-economic pressures have changed our workforce structure. Such shifts can distort year-on-year comparisons of pay gaps.

## Trends & Progress

Across the past two measurement periods, our median hourly pay gap narrowed by about 3.9 percentage points. We've seen significant improvements in bonus gaps and an increase in women's representation in both the highest and lowest pay quartiles.

## Additional Hypotheses

Persistent pipeline barriers mean fewer women reach senior technical roles. Societal expectations around caregiving drive more part-time work and career breaks for women. Commission-driven sales roles, typically held by men, inflate bonus gaps.

# What we are doing at Sabio to drive gender equality

A series of thin, white, wavy lines that flow from the left side of the slide towards the right, creating a sense of movement and depth against the dark blue background.

## Career Frameworks

Introduced competency and job family frameworks focused on career progression, promoting equality within roles, regardless of gender.

## Development & Mentoring

Career framework supports career growth and leadership development, supporting an increase in representation at all levels.

## Inclusive Hiring

Anonymized recruitment processes, diverse shortlisting and skills-based interviews. Partnerships and outreach to attract women into tech.

## Flexibility & Well-being

Flexible working, enhanced parental leave and menopause awareness initiatives to support work-life balance.

## Equitable Rewards

Regular audits of bonus, overtime and commission structures to ensure fairness amongst men and women

## Listening & Feedback

Ongoing colleague “Have Your Say” surveys and new feedback processes to inform action plans and improve culture. Feedback loops through our employee voice program.

This includes our commitment to maintaining a workplace free from harassment and discrimination, ensuring that respect is embedded in everything we do. Including mandating ‘Respect’ in the workplace learning, as well as unconscious bias training.



# OUR COMMITMENT & TARGETS

## Moving forward, our focus will be on the following initiatives:

- Clear salary brackets and pay transparency
- Continue reviewing our data insights to continue to reduce our gender pay gap differentials.
- Adopt a gender pay gap analysis best practice in countries that currently do not have a statutory obligation to do so.
- Broadening our attraction strategy, ensuring a diverse pool of applicants for all roles.
- Accessible and inclusive career development opportunities for all staff.
- Review the way we recruit to ensure hiring managers are skilled in non-gender bias.
- Continue to promote flexible working practices across all roles within the organization.
- Gender mixed succession planning.

# OUR ASPIRATIONS

**Reduce our  
median pay gap by  
10%**

of its current level each  
year, maintaining steady  
progress towards parity.

**Increase  
women's  
representation**  
in the top pay quartile to  
**30%**  
by 2030

# CONCLUSION & NEXT STEPS

## Progress made

Our gender pay gap has narrowed and female representation is growing, but we recognise the gap remains significant.

## Sabio team role

We all have a role to play in creating an inclusive Sabio: support diverse recruitment, mentor and sponsor colleagues, challenge bias and hold each other accountable.



TOGETHER  
WE CAN CLOSE  
THE GAP!

# MESSAGE FROM OUR CEO



At Sabio, building an inclusive workplace isn't just the right thing to do, it's the only way we will achieve our goals. We've narrowed our median gender pay gap and increased women's representation in senior roles — but the work is far from complete.

Disparities in pay and bonus outcomes remain, and we need to see greater balance across every level of the business. That's why we're acting with intent — rethinking how we hire, develop, and reward our people to make sure fairness isn't just an aspiration but a lived reality.

Our goal is clear: a culture of respect, equity, and progress where everyone has the chance to thrive and contribute their best.

**Andy Roberts**

Chief Executive Officer