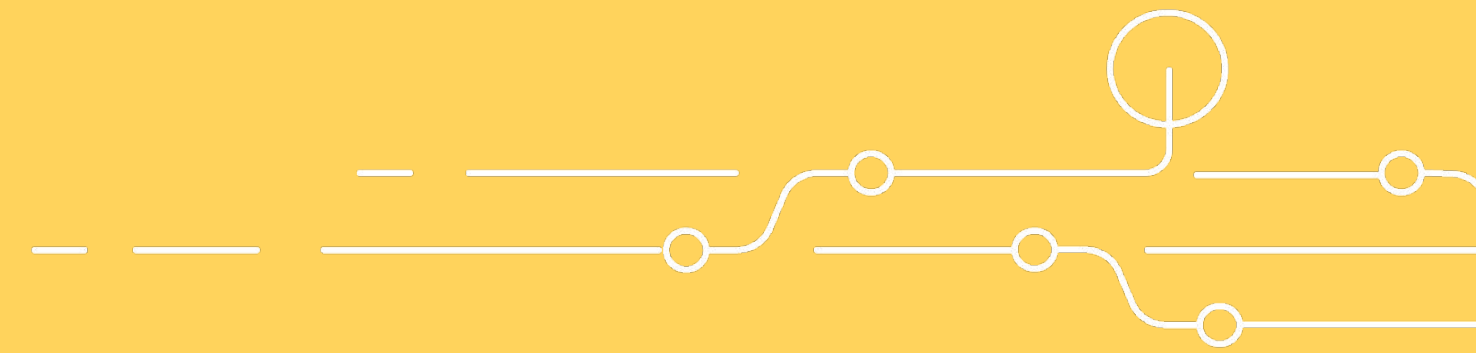




# Gender Pay Gap 2025

Gearset's first gender pay gap report



# A word from our CEO

This is Gearset's first Gender Pay Gap report. While publishing it is a requirement for UK companies of our size, it also gives us our first clear view of how pay and representation are distributed across our UK team, based on a snapshot of data from April 5th 2025.

From this data, we can see that our gender pay gap is largely driven by one factor: underrepresentation of women in more senior and innately higher-paying roles in the organisation.

Our focus now is on learning from this data, by asking the right questions to build a clear picture of what's driving these patterns. We'll use that understanding to guide where we focus our efforts to close this gap, staying transparent and open as we go.

Improving this will take sustained effort, but having this baseline allows us to approach that work with greater clarity and accountability.

**Kevin Boyle**  
CEO



# Understanding this report

We're publishing this in line with the Equality Act 2010. Organisations with more than 250 UK employees are required to publish gender pay gap data of their UK employees each year.

## **Gender pay gap**

The gender pay gap is the difference between the average pay of men and women across an organisation. It reflects how men and women are represented across different roles and levels.

## **Equal pay**

Equal pay means paying people the same for doing the same work, or work of equal value. The gender pay gap looks at average pay across the organisation, and not pay within the same roles.

## **Gender categories**

The legislation requires us to report using "male" and "female" categories only. We know that's not how everyone identifies, and it's not a perfect reflection of our team. The current reporting framework requires organisations to publish data in this way.

# There are six core calculations included

1. Mean gender pay gap
2. Median gender pay gap
3. Mean gender pay gap for bonus pay
4. Median gender pay gap for bonus pay
5. Proportion of men and women receiving a bonus payment
6. Pay quartiles, showing the proportion of men and women ordered from lowest to highest paid

# Gearset's results

Data from April 5th 2025

### Gender split

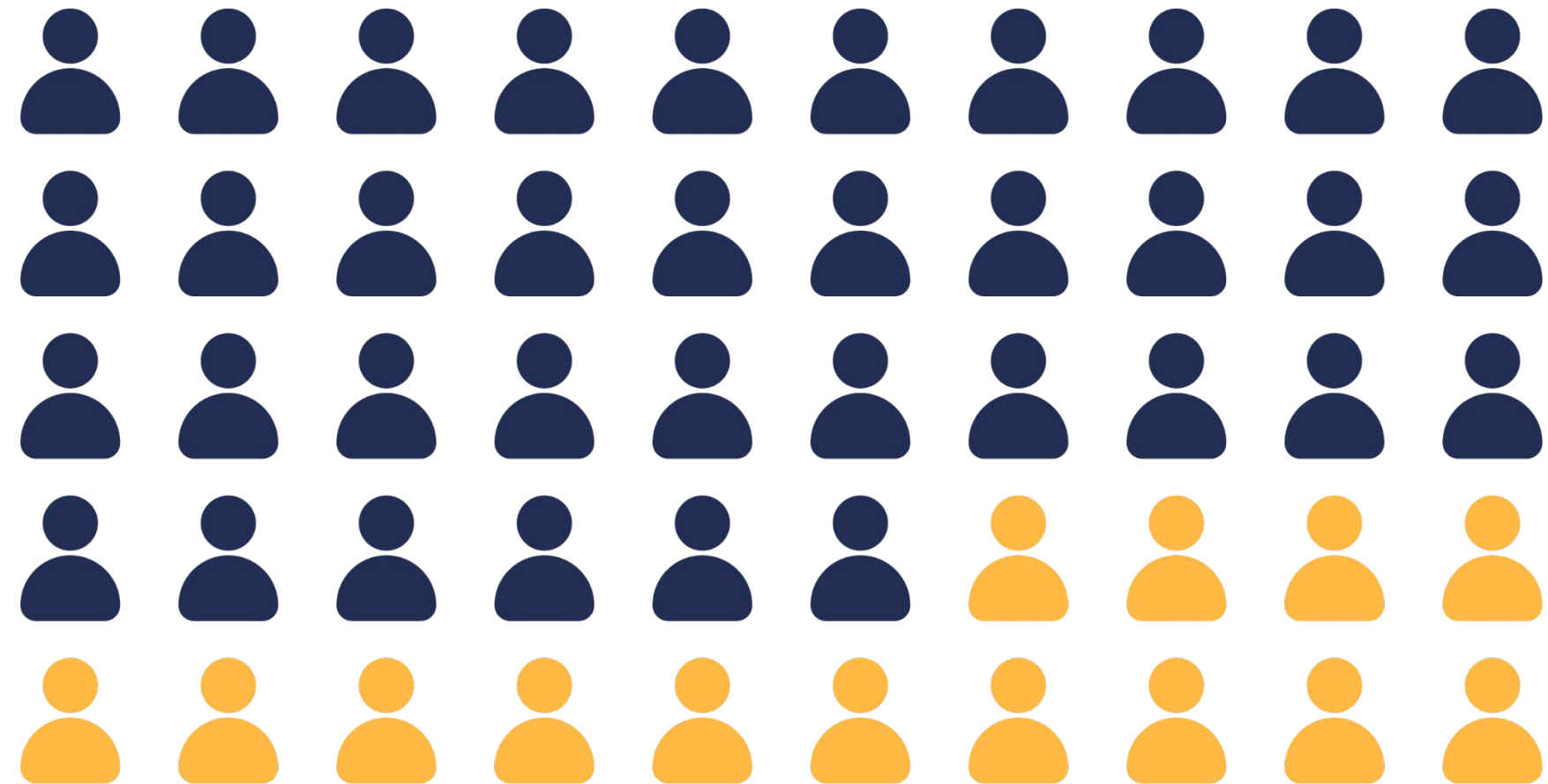
● **71.8%**  
Men

● **28.2%**  
Women

## Gender balance

For UK employees included in this dataset who identified as a man or a woman, the gender balance at the snapshot date was 28.2% women and 71.8% men.

This influences the overall pay gap and reflects how men and women in this dataset are distributed across roles and levels.



# Gender pay gap

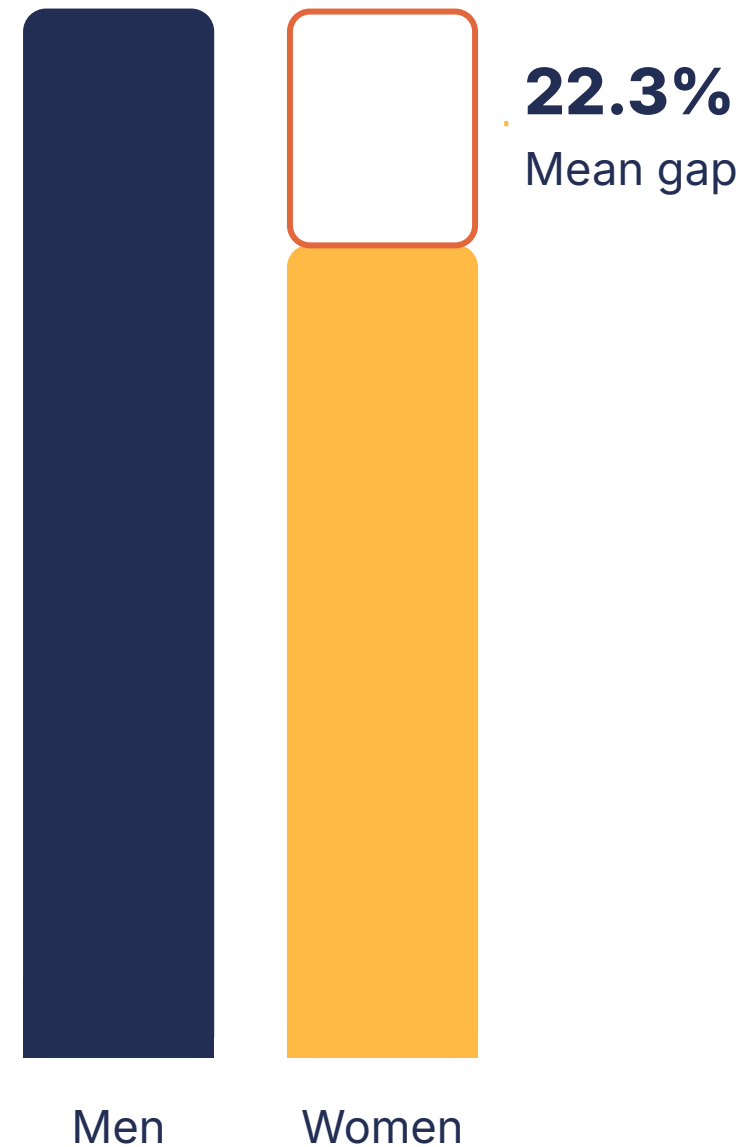
The mean gap shows the overall average difference in hourly pay for men and women in this dataset.

The median gender pay gap shows the difference in hourly pay between the middle-paid woman and the middle-paid man in this dataset at the time of the snapshot.

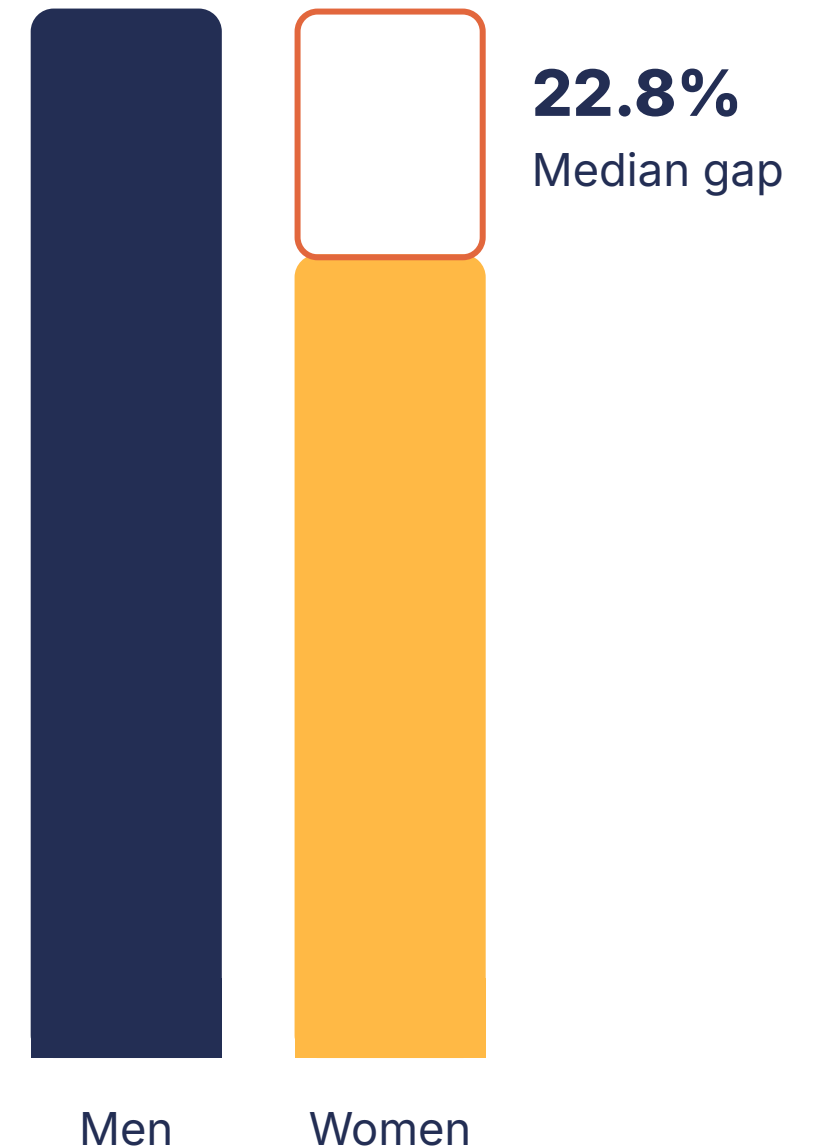
These results are impacted by representation in higher-paid roles.

- Men
- Women
- Pay gap

### Mean (average) gender pay gap for hourly pay



### Median (average) gender pay gap for hourly pay



# Gender split of those that receive bonuses

This shows the proportion of men and women in the dataset who received a bonus in the 12 months leading up to April 2025, including commission payments.

This reflects the gender distribution within this dataset, particularly in roles where bonuses and commission are received.

## Percentage of men receiving bonus pay

*Of the data set for men in this report, **45.2%** received a bonus or commission payment.*

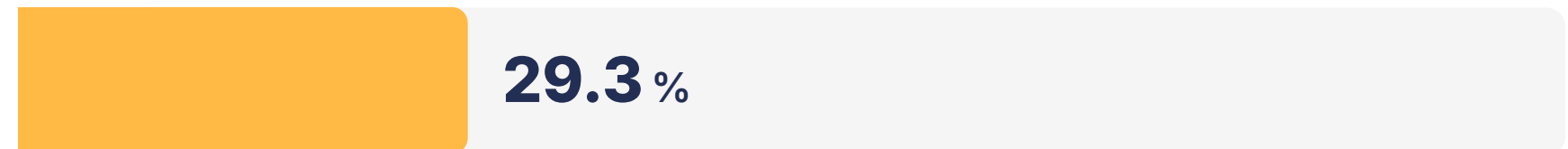
Men with bonuses



## Percentage of women receiving bonus pay

*Of the data set for women in this report, **29.3%** received a bonus or commission payment.*

Women with bonuses



# Gender pay bonus gap

The bonus gap measures the difference in bonus payments between men and women.

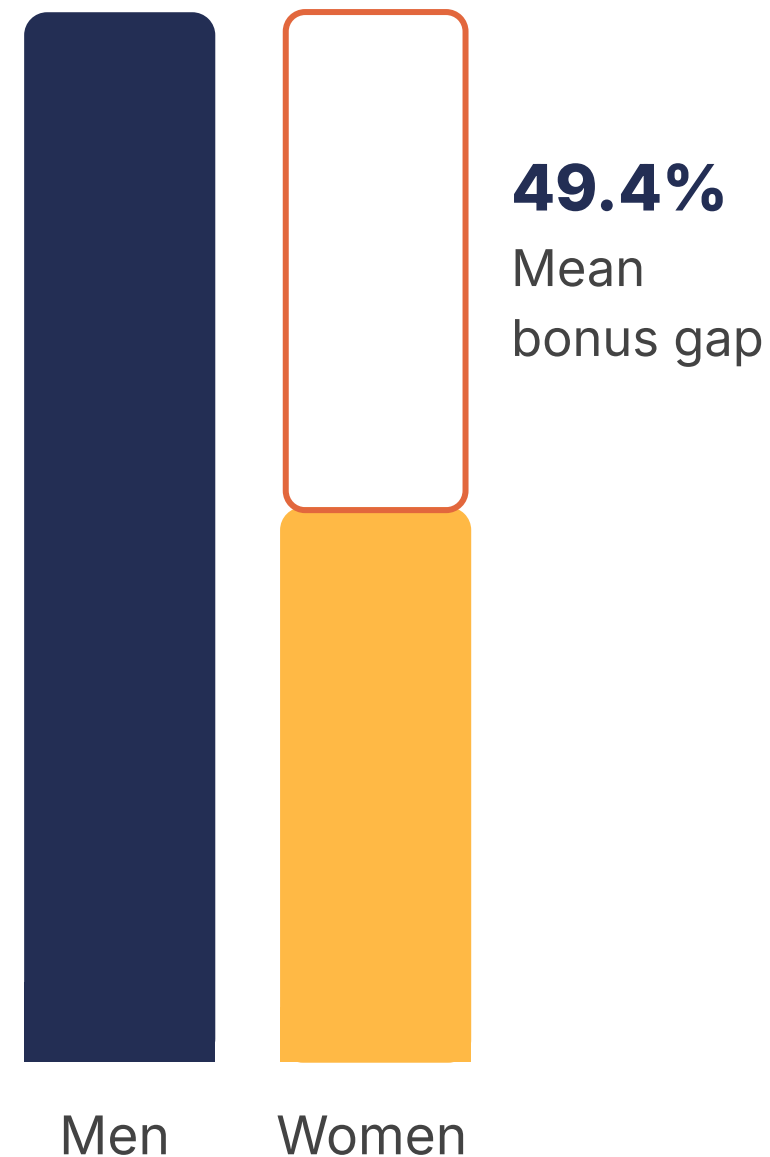
This shows the proportion of men and women who received a bonus in the 12 months leading up to April 2025, including commission payments.

Sales, where commission makes up a larger proportion of pay, are a male-majority team within this dataset. In strong performance years, this can increase the mean gap.

- Men
- Women
- Pay gap

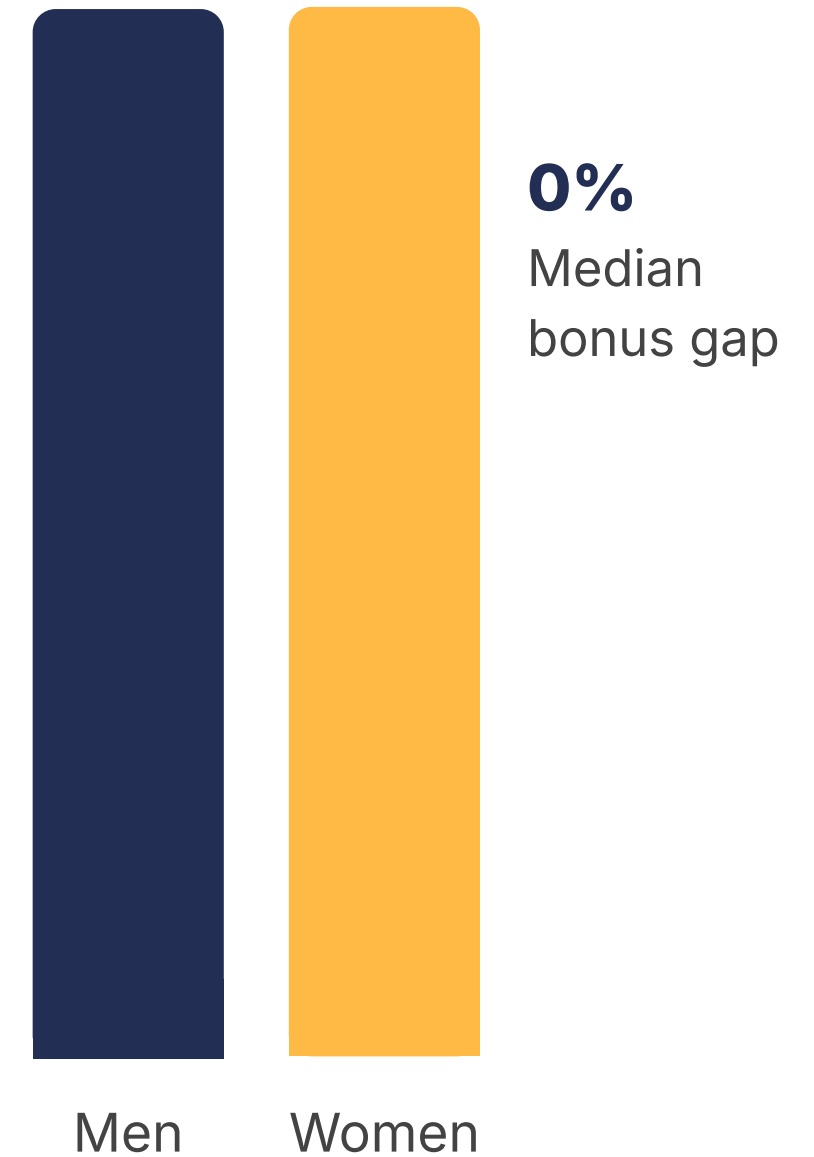
## Mean (average) gender pay gap for bonus pay

A mean bonus gap of **49.4%** means that, on average, women received lower bonus payments than men. This figure can be influenced by a smaller number of higher bonus payments. In Gearset's case, this is skewed by commissions after a strong performance year, in a majority male sales team.



## Median gender pay gap for bonus pay

At the midpoint, men and women receive equal bonus outcomes.



# Pay Quartiles

These charts show how men and women are distributed across four pay quartiles, from lowest to highest hourly pay. This distribution is the primary driver of our overall gender pay gap.

- Men
- Women

## Percentage of men and women in each hourly pay quartile

*In April 2025, women represented **9.2%** of the highest paid roles within this dataset, and **47.7%** of the lowest paid.*

Top Quartile



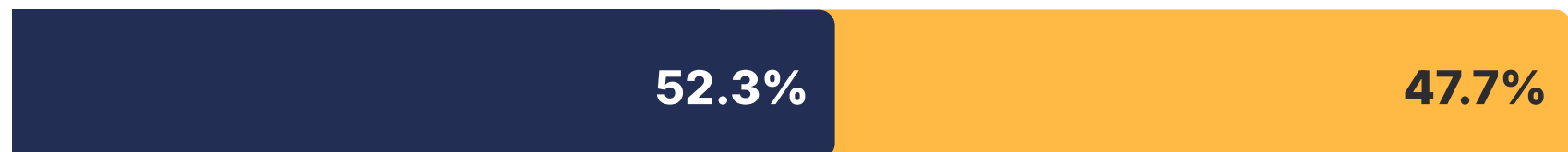
Upper Middle Quartile



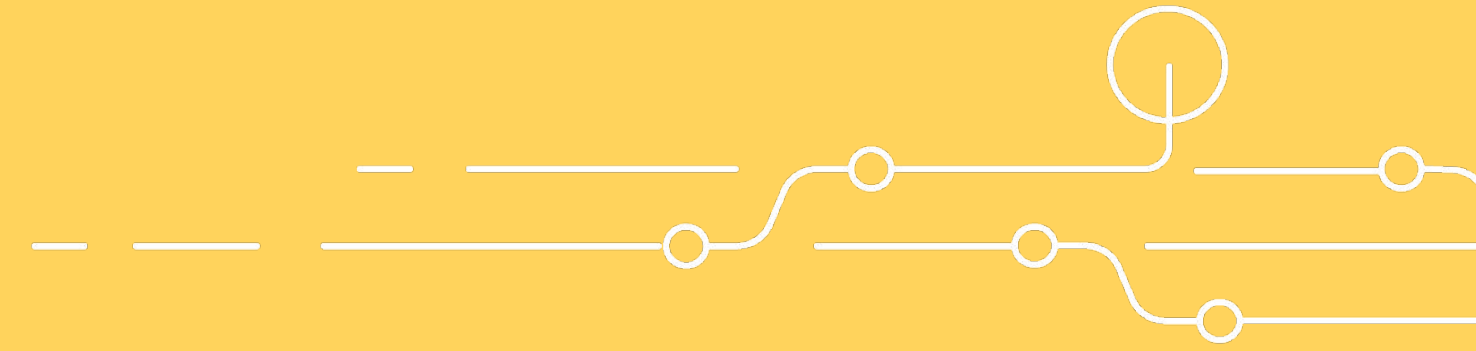
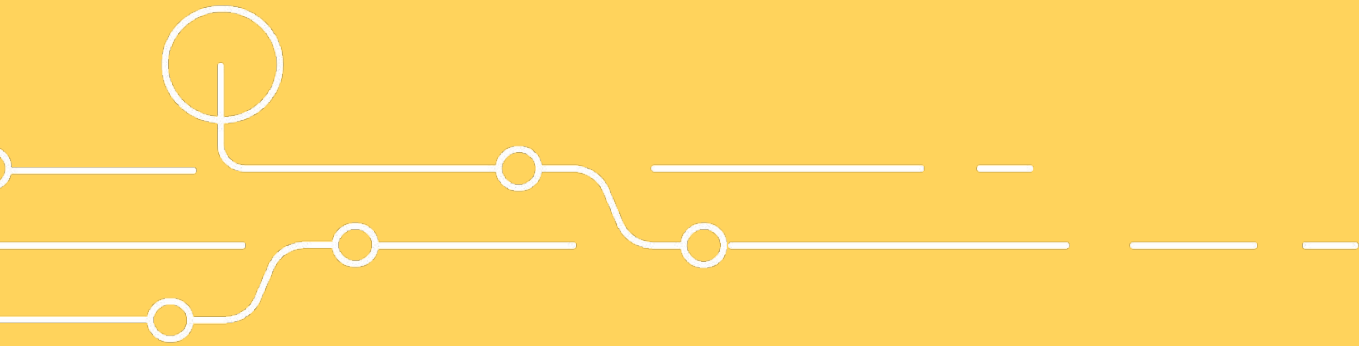
Lower Middle Quartile



Bottom Quartile



# Drivers and actions



# What's **driving** our gender pay gap

Our gender pay gap is primarily driven by representation across the organisation, particularly in higher-paid roles.

Engineering roles represent a significant portion of our upper pay quartile, reflecting the high market salaries these roles command. At the snapshot date, the Engineering team was 13% women.

That imbalance has a meaningful impact on both our median and mean pay gap calculations.

Sales roles also heavily contribute to the overall picture. Commission forms part of total earnings in these roles and, in strong performance years, can increase overall pay significantly. On the snapshot date, Sales was made up of 15% women, and commission payments influenced both the bonus gap and average earnings across the organisation.

We also currently have fewer women in senior leadership roles in the UK than we would like.

As senior roles sit within the upper quartiles of pay, this representation gap also contributes to the overall distribution seen in our data.

Across the UK technology sector, gender representation challenges are well documented. While this context helps explain the wider landscape, it does not change our objective of understanding what is driving our own data and where we can influence outcomes over time.

We are confident in our pay structures within roles and in our commitment to equal pay for equal work. The gap reflected in this report is not about paying people differently for doing the same job. It reflects how representation across roles and levels has developed over time.

Our focus now is on understanding these patterns, working closely with our team and prioritising sustained changes that will have the greatest impact.

# Work in motion



## Connecting with women in STEM

We support multiple events geared toward the development community throughout the year, including Women Techmakers (Belfast), DevelopHer (Norwich) and Women in Tech (Cambridge). We offer paid internships, and regularly promote roles through early career channels to improve reach.



## Return to work support

Maternity coaching is available to support team members returning to work following a period of maternity leave.



## Reducing bias in hiring

All job adverts are reviewed using a gender decoder before being published. Candidates meet at least one woman during the interview process where possible and unnecessary degree requirements have been removed from roles.



## Transparent progression frameworks

Engineering career levels provide clarity on expectations, responsibilities and pay ranges, helping ensure fairness and transparency across the levels of our largest team.



## Growing representation of women

We have seen an increase in women in Product roles since this snapshot was taken.

## Next steps

Alongside the work already underway, we are committed to reviewing where we can elevate our processes and explore new areas.

**By the end of 2027, we'll have a clear understanding of:**



Our hiring process  
across the teams and  
roles



Our progression  
process



Our career  
pathways needs

This report gives us a starting point. We'll continue to learn from the data, stay transparent, and take a pragmatic, iterative approach to understanding what drives representation and where we can make a meaningful and sustained difference over time.

