

# Gender Pay Gap

## 2025 results



### What is the Gender Pay Gap?

The gender pay gap provides a snapshot of the male and female average earnings to show the gender balance within an organisation.

Since 2017, an organisation with 250 or more employees must publish this information annually to reveal the average pay of male and female staff. The figures measure the average earnings of all employees and highlights the difference in pay between the genders irrespective of their level of seniority or position within the organisation.

### Difference between the 'Gender Pay Gap' and 'Equal Pay'

"The Gender Pay Gap" is the difference in average earnings of all employees and shows the difference in pay between genders irrespective of their level of seniority or position within the organisation. The core benefit of this captures pay differences between males and females on a broader level.

"Equal Pay" is where a person of one gender receives less money than the other gender for carrying out the same or similar job. Claranet regularly monitors and benchmarks employees' pay to ensure equal pay obligations are met. Having a gender pay gap doesn't mean employers are paying women less for the same or comparable role that a man is undertaking.

**claranet**

Make  
modern  
happen®

## Our 2025 result

**13.29%**

**Mean gender pay gap  
in hourly pay\***

\*The difference between the average of men's and women's hourly pay. This includes all UK employees.

**15.32%**

**Median gender pay gap  
in hourly pay\***

\*The difference between the midpoints in the ranges of men's and women's pay using a median average. This includes all UK employees.

**14.71%**

**Percentage of females  
receiving a bonus payment\***

\*The proportion of females in the business receiving a bonus as part of their pay. This figure is based on all employees in the business.

**75.66%**

**Mean gender bonus gap\***

\*The difference between the average of men's and women's bonus pay in the last 12 months. This includes all employees who receive a bonus as part of their pay.

**70.87%**

**Median gender bonus gap\***

\*The difference between the midpoints in the ranges of men's and women's bonus pay in the last 12 months. This includes all employees who receive a bonus as part of their pay.

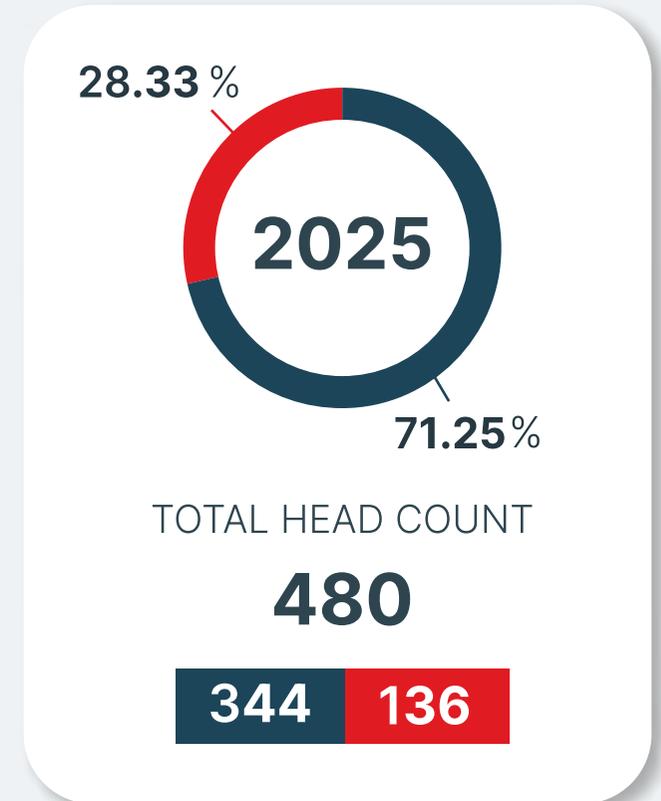
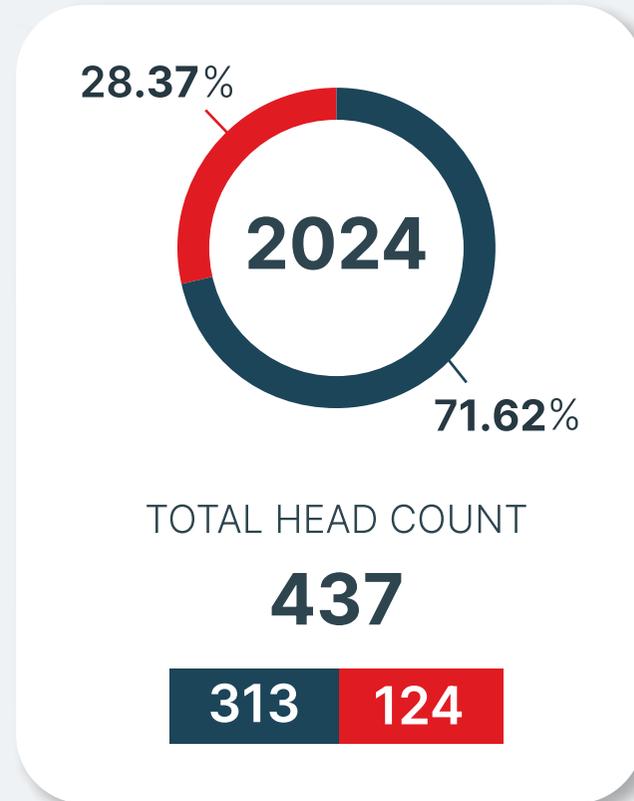
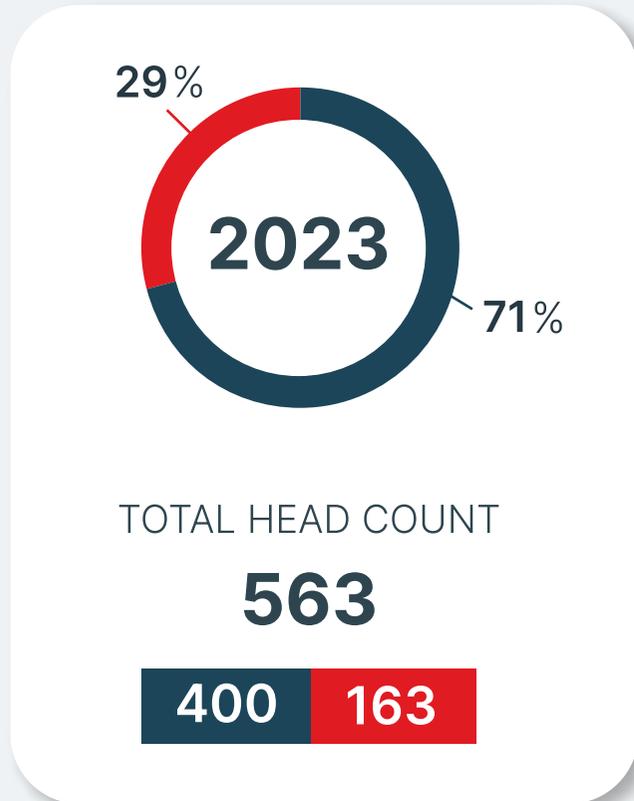
**8.48%**

**Percentage of males  
receiving a bonus payment\***

\*The proportion of males in the business receiving a bonus as part of their pay. This figure is based on all employees in the business.

## Our headcount

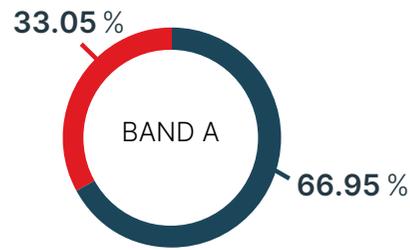
Proportion of males and females in Claranet



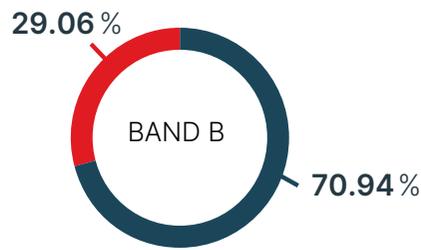
MALE FEMALE

# Our 2025 result

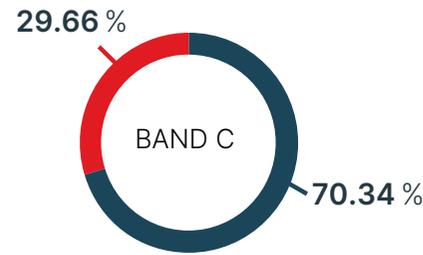
Proportion of males and females in each pay quartile\*



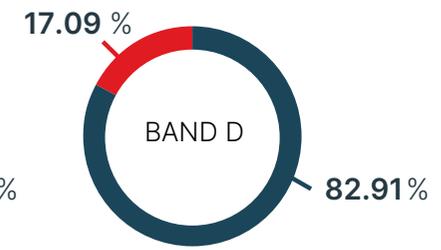
LOWER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE

2025	66.95%	33.05%
2024	68.22%	31.78%
2023	68.61%	31.39%
2022	72.79%	27.79%
2021	66.2%	33.8%
2020	68.5%	31.5%
2019	65.6%	34.4%

2025	70.94%	29.06%
2024	64.49%	35.51%
2023	67.15%	32.85%
2022	62.59%	37.41%
2021	70.8%	29.2%
2020	75.6%	24.4%
2019	77.6%	22.4%

2025	70.34%	29.66%
2024	78.50%	21.50%
2023	73.72%	26.28%
2022	76.19%	23.81%
2021	80.8%	19.2%
2020	77.2%	22.8%
2019	80%	20%

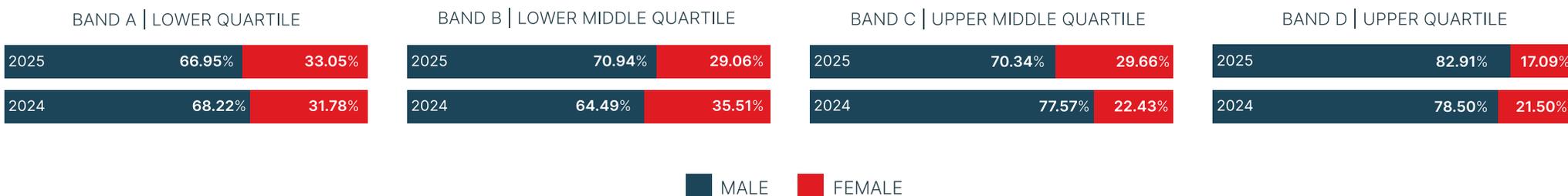
2025	82.91%	17.09%
2024	77.57%	22.43%
2023	79.41%	20.59%
2022	80.95%	19.05%
2021	80.2%	19.8%
2020	85.2%	14.8%
2019	85.7%	14.3%

MALE FEMALE

## Comparing the difference in a year

Six main metrics	2023	2024	2025
Mean hourly rate is less:	16%	13.06%	13.29%
Median hourly rate is less:	11%	10.89%	15.32%
Mean bonus pay is less:	20%	45.56%	75.66%
Median bonus pay is less:	0%	39.87%	70.87%
Proportion of women receiving bonus:	82%	43.09%	14.71%
Proportion of men receiving bonus:	80%	19.61%	8.48%

## Proportion of males and females in each pay quartile



# What is driving our Gender Pay Gap?

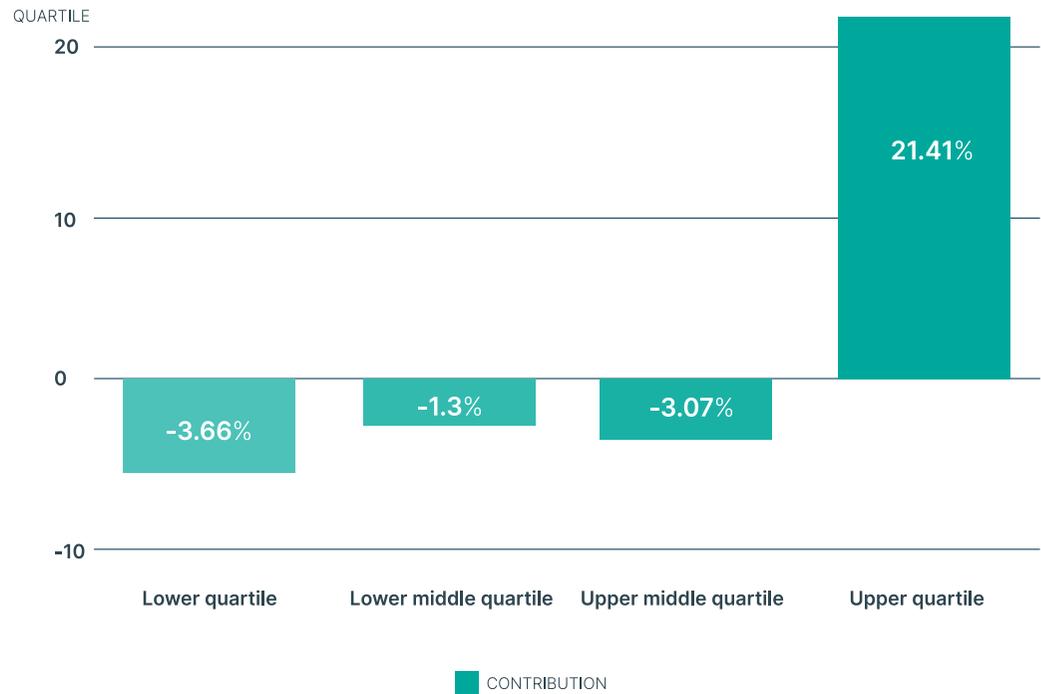
The Contribution section shows how a given sub-category (i.e. Quartile) contributes in percentage points towards your mean pay gap.

Our April 2025 figures show a stable mean pay gap of 13.29% and a median pay gap of 15.32%, broadly in line with last year. This reflects the overall distribution of roles across Claranet, where women remain underrepresented in senior, specialist, technical and commercial positions that typically command higher pay and variable earnings.

The bonus gap 75.66% (mean) and 70.87% (median), further highlights this structural imbalance. While a greater proportion of women (14.71%) than men (8.48%) received a bonus in this period, the value of variable pay remains higher in roles where men are more represented. The 2025 figures were also shaped by the absence of annual bonus payments, with commission-based pay forming a larger proportion of the dataset.

These figures do not reflect unequal pay for the same work. Instead, they illustrate the current shape of our workforce and the concentration of men in higher paid, revenue generating and technical roles. Addressing this requires long-term action to improve representation at all levels.

We remain focused on building stronger pathways for women to enter, progress and thrive in these areas through targeted development, inclusive recruitment, and continued investment in skills and leadership growth.



# Closing the gap?

During April 2024 – April 2025, our talent acquisition and resourcing activities focused on creating an inclusive, equitable, and skills-focused recruitment and progression environment to help reduce the gender pay gap. Key initiatives include:

## Recruitment

### **Inclusive Recruitment and Retention:**

- Proactively sourcing candidates from local communities and underrepresented groups.
- Using accessible and inclusive job adverts that clearly outline career progression, benefits, and employee support.
- Screening for long-term potential to support retention and future progression.

### **Internal Mobility and Skills-Based Hiring:**

- Promoting internal vacancies to enable career progression within the business.
- Focusing on transferable skills and potential rather than solely on experience.
- Conducting talent reviews and succession planning to support internal talent pipelines.

### **Learning and Skills Development:**

- Offering apprenticeships, graduate schemes, and upskilling opportunities targeted at skills gaps or early-career candidates.
- Engaging in outreach with schools, colleges, universities, and bootcamps through workshops, presentations, and careers events to encourage diverse entry into the sector.

### **Accessible Recruitment and Partnerships:**

- Ensuring application and interview processes are accessible for candidates with disabilities and those from disadvantaged backgrounds.
- Running targeted work experience, internship, and returner programmes.
- Building partnerships with organisations supporting veterans, underrepresented groups, and return-to-work candidate.

Over the past 12 months, the team have also been working with HR Ops focusing on the following:

### **Fair Employment and Pay:**

- Using diverse shortlisting and interview panels to reduce bias.
- Monitoring equality at every stage of recruitment and acting on findings.
- Benchmarking all pay offers to ensure equity and updating job adverts to attract candidates from all genders and backgrounds. Conducting talent reviews and succession planning to support internal talent pipelines.

These actions demonstrate our ongoing commitment to fostering diversity, inclusion, and equity in recruitment and progression, helping to address the structural factors contributing to the gender pay gap.

## Learning and Development

From April 2024 to April 2025, we focused on making learning flexible, accessible and aligned to the realities of modern working life.

### Accessible, Inclusive Development

- Microlearning and short-form content enabling quick, flexible upskilling.
- Live expert sessions recorded for on-demand learning.
- Development pathways designed for hybrid, part-time and flexible workers.

### Supporting Women into Technical Careers

To address underrepresentation in technical fields, we expanded our Modern Skills programmes to support confidence and capability in cloud, cybersecurity, networking and other high-growth digital disciplines.

### Accelerating Women's Progression

Apprenticeships continue to be one of the most effective ways to support women into specialist and technical paths. In 2025, 12 women started or completed apprenticeships, building skills across finance, data analysis, AI and leadership.

Key features include:

- Apprenticeships across technical and emerging fields
- Opportunities for women to retrain or step into digital careers
- Mentoring, structured learning plans and aligned role support

### Building Leadership & Long-Term Growth

We expanded professional skills and peer learning opportunities to strengthen leadership presence, influence and resilience. This includes the introduction of the Modern Leaders programme to support long-term career progression.

## Wellbeing and Engagement

We recognise the importance of wellbeing, flexibility and belonging in supporting women's progression. This year we delivered a range of initiatives that foster inclusion, engagement and inspiration.

Key highlights are:

**International Women's Day:** Workshops, industry speakers, storytelling sessions and a video featuring 18 female leaders.

- **Charity & Team Challenges:** Inclusive participation in activities such as the National Three Peaks Challenge.
- **Community & Student Engagement:** Outreach to over 250 students - including sessions on cybersecurity - to inspire diverse talent pipelines and dispel misconceptions about the tech industry.

These initiatives reinforce our commitment to nurturing a flexible, family-friendly and supportive work environment.

### Our Commitment Moving Forward

Improving gender balance takes time, but it remains a key priority. Over the coming year we will:

- Strengthen internal progression pathways for women.
- Increase female representation in technical, specialist and commercial roles.
- Continue building flexible and accessible learning options.
- Enhance early-career pathways that attract diverse candidates.
- Maintain pay governance and equitable recruitment practices.

We remain committed to long-term, sustainable change, ensuring every colleague has the opportunity to grow, progress and thrive at Claranet.



**At Claranet, equality is not just an ideal—it is a necessity for progress. The gender pay gap is a complex issue, but it is one we are committed to addressing with determination and transparency.**

We recognise that closing this gap is not just about numbers; it's about fostering an environment where every individual feels valued, respected, and empowered to succeed.

We are proud of the steps we have already taken to promote gender equality, but we acknowledge there is always more work to be done. With clear goals and a commitment to action, we aim to drive lasting change and setting new standards for inclusivity in our business.

Together, we can build a future where the full potential of our workforce is realised - for the benefit of all. I can confirm the gender pay gap data contained within this report is accurate and has been produced in accordance with the regulations.”

**Mina Raeburn**

HR and People Director, Claranet UK



If you have any questions about Claranet's Gender Pay Gap, please contact our HR team:

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