

Gender Pay Gap Statement

Snapshot as of
5th April 2025

Introduction

At Likewize, we are committed to creating a fair, inclusive and high-performing workplace where everyone has the opportunity to thrive. Publishing our Gender Pay Gap report is an important part of that commitment. It allows us to reflect on our progress, understand the factors influencing our pay gap, and identify the actions we need to take to improve gender representation and equity across our organisation.

In 2023/24, we reported Gender Pay Gap figures for two employing entities within our organisation. During the past year, changes to our structure and workforce size mean that only one entity now exceeds the statutory threshold of 250 employees. As a result, this statement reports on our gender pay gap for Likewize Services UK Ltd.

We continue to review gender representation, pay and progression trends across all parts of our business to ensure we maintain a consistent and fair approach.

Our approach to diversity and inclusion

Our people goals are centred around building a business our colleagues can all be proud of. We do this through robust governance, transparency, open forums and structured feedback mechanisms. We encourage open dialogue with colleagues to ensure that voices are heard and feedback is acted upon.

Likewize operates a clear equal pay approach across the business. Where colleagues are performing the same or comparable roles, pay and progression are determined by the role, external market benchmarking and individual performance, regardless of gender.

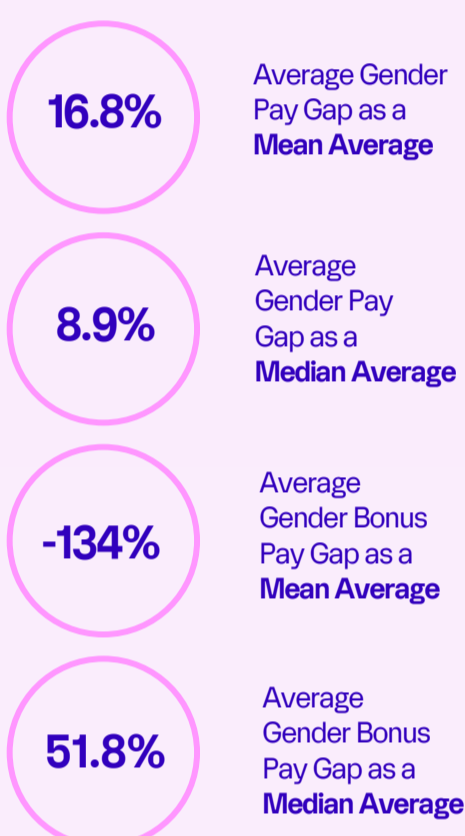
In 2025, we have implemented several new initiatives to support the recruitment and retention of a diverse workforce. These initiatives include additional training modules, equality awareness communications, colleague-hosted podcasts and community outreach events to promote women in leadership at local schools and organisations. Additionally, the business supports mental, physical, and financial wellbeing programmes and we are proud to provide enhanced maternity and paternity pay.

Our commitment to fairness, transparency and responsible business practices is reinforced through independent external assessment. In 2025, Likewize achieved **Platinum accreditation from EcoVadis**, placing us among the highest-rated organisations globally for ESG performance. This recognition reflects our focus on ethical employment practices, strong governance and social responsibility, including gender equity and inclusion.

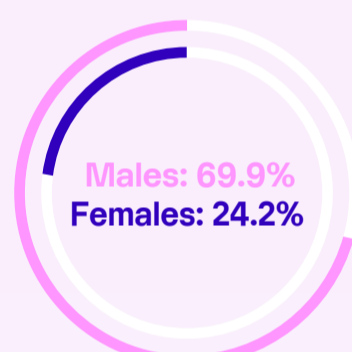
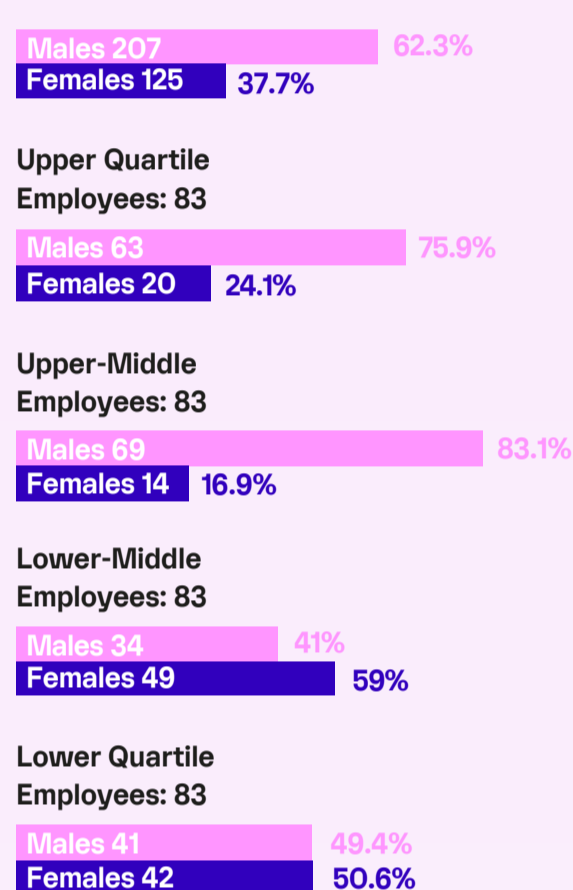
Our 2025 report shares the data set from the snapshot date of 5th April 2025, alongside commentary on the drivers for year-on-year changes and insights into our future plans to improve our Gender Pay Gap.

Our Gender Pay Gap

Likewize Services UK Limited



Proportion of males and females across salary range quartiles



Percentage of colleagues receiving a bonus

Where men and women are in comparable roles, they have the potential to earn the same level of bonus based on their individual performance.

Our gender pay gap explained

The median pay gap has reduced from 11.9% as at April 2024 to 8.9% in April 2025.

Our gender pay gap is primarily driven by the distribution of men and women across different roles and seniority levels, rather than differences in pay for the same roles.

Key factors influencing our results include:

- Occupational segregation, with a higher concentration of men in senior and / or higher paid roles
- Representation at senior levels, where historically fewer women have progressed into leadership positions.
- Bonus eligibility and structure, where bonus earning roles may be more prevalent in parts of the organisation with higher male representation.
- Working patterns, including part time work, which is more commonly undertaken by women and can impact overall average earnings.

The mean bonus gap of -134% is primarily driven by a concentration of female employees in sales roles, where commission earnings are included within bonus calculations and significantly skew the mean figure.

The reason for the higher male percentage receiving a bonus was due to a high proportion of males in a specific operational role rather than any difference in how bonuses are awarded.

We recognise that these factors are not unique to our organisation and reflect wider labour market trends; however, we remain committed to addressing them where we can.

Our commitment for the year ahead

We continue to challenge ourselves to seek new ways in which we can encourage and support a more diverse workforce to all levels of our business.

Continuing to reduce the gender pay gap is a long term commitment. We are taking the following actions to support greater gender balance and progression:

- **Attraction and recruitment - diversity in shortlisting**
- **Reviewing job design and language in job adverts**
- **Strengthening career pathways and internal progression opportunities**
- **Supporting leadership and development programmes**
- **Supporting family friendly policies and shared caring responsibilities**

We will continue to review our progress annually.

Summary

This year's results show a continued narrowing of our hourly gender pay gap, reflecting progress in pay parity and role alignment. However, the distribution of men and women across senior and higher paid roles remains the primary contributor to our gap. Bonus outcomes this year reflect changes in eligibility and individual awards and are not yet representative of a sustained trend.

We maintain a clear and consistent equal pay approach across the organisation. Where colleagues are performing the same or comparable roles, pay and contractual benefits are determined by the role, market benchmarks and individual performance, regardless of gender. Our gender pay gap does not reflect unequal pay for equal work, but the structural composition of our workforce across roles, seniority levels and working patterns.

Our reward framework is built from external market data and is benchmarked frequently. We continue to explore ways to proactively address structural gaps and bring balance to under-represented business areas, whether male or female biased.

We will continue to provide transparent updates on the the actions we are taking and their positive impact.

I confirm that the gender pay gap data published in this report is accurate and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Andy Morris
Executive Vice President

Likewize Services UK Limited
27th March 2026