

## Gender Pay Gap

### Executive summary

- In 2025, our mean (average) Gender Pay Gap is **19.6%** (up from 12.5% in 2024) and our median (mid-point) Gender Pay Gap is **14.6%** (unchanged from 2024).
- Our mean (average) gender bonus gap is **53.4%** (down from 54.7% in 2024) and our median (mid-point) gender bonus gap is **0%**.
- Bonus participation is **100%** for both male and female employees.
- Compared with 2018 (19.7%), our mean Gender Pay Gap is slightly lower, and we recognise this remains a long-term focus.
- We are taking action through annual pay audits, greater pay transparency, bias-free recruitment and promotion processes, and supportive flexible working and family policies.

We have been reporting our Gender Pay Gap since 2018. The Gender Pay Gap is the difference in average earnings between all men and all women in an organisation. It is measured as the percentage difference between men’s and women’s mean (average) hourly pay and median (mid-point) hourly pay.

Gender pay is not the same as equal pay. Equal pay is about pay differences between men and women who carry out the same jobs, similar jobs, or work of equal value.

At Mail Metrics we’re committed to creating an inclusive and diverse workforce. We aim to ensure people are treated fairly at work across all levels and locations, and we value the contribution everyone makes.

### Gender Pay Gap and Bonus Gap results

- Our mean (average) Gender Pay Gap for 2025 is **19.6%** (up from 12.5% in 2024).
- Our median (mid-point) Gender Pay Gap is **14.6%**. This is unchanged from 2024 (14.6%).
- Our mean (average) gender bonus gap is 53.4% (down from 54.7% in 2024).
- Our median (mid-point) gender bonus gap is 0%.
- The percentage of male employees at Mail Metrics receiving a bonus is 100%.
- The percentage of female employees at Mail Metrics receiving a bonus is 100%.

| Description                                                                                                                                        | Male | Female |
|----------------------------------------------------------------------------------------------------------------------------------------------------|------|--------|
| The percentage split between male and female employees whose standard rate places them above the upper quartile*                                   | 76%  | 24%    |
| The percentage split between male and female employees whose standard hourly rate places them above the median but at or below the upper quartile* | 70%  | 30%    |
| The percentage split between male and female employees whose standard hourly rate places them above the lower quartile* but at or below the median | 63%  | 37%    |
| The percentage split between male and female employees whose standard hourly rate places them at or below the lower quartile*                      | 60%  | 40%    |

\* Quartiles are the values that divide a list of numbers into quarters. The four quarters that divide a data set into quartiles are:

- The lowest 25% of numbers
- The next lowest 25% of numbers (up to the median)
- The second highest 25% of numbers (above the median)
- The highest 25% of numbers

## What we are doing

We are pleased that our Gender Pay Gap is closing compared with when we first started reporting in 2018 (19.7%). However, we recognise there is more work to be done. Actions we are taking and continuing to improve include:

We conduct an annual pay audit and review. This means we:

- Review salaries across all levels to identify discrepancies between male and female employees in similar roles.
- Analyse factors influencing pay differences (e.g., tenure, experience and performance).

We are transparent about pay because we recognise that salary secrecy can perpetuate pay gaps, with women and candidates from minority groups often being affected the most.

We will champion equal pay policies and transparency by:

- Publish salary ranges for job postings to reduce the risk of gender-based pay negotiations leading to disparities.
- Encourage open discussions on pay to foster transparency and trust.

Bias-free recruitment and promotion processes, meaning we:

- Use structured interviews and consistent assessment criteria to ensure fair hiring decisions.
- Ensure women have equal access to leadership training and career progression opportunities.

We continue to support flexible working and improve our family policies, including:

- Promote flexible working arrangements (e.g., remote work, part-time roles) to support parents and caregivers.
- Ensure equal parental leave policies to reduce career interruptions for women.
- Enhanced maternity and adoption pay.
- Enhanced paternity pay.

We offer support for women going through the menopause, alongside regular health and wellbeing campaigns, to reinforce our culture as a caring employer that puts employees' needs first.

We believe these practices will positively impact our Gender Pay Gap. We recognise this is a long-term initiative and expect to see that reduction occur over the next five years.

Signed



Suzanne Caley  
**Chief People Officer**