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Palladium UK Gender Pay Gap Report

2025

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INTRODUCTION

We believe that attracting diverse talent is vital for our business growth and success. Embracing different perspectives fosters innovation, helping us address global challenges effectively. Investing in an inclusive culture is central to our strategy, creating an environment where everyone can thrive and contribute their best ideas.

Equitable compensation is a cornerstone of our dedication to our team, ensuring equal pay for men and women performing equivalent roles with comparable contributions. Although we have made positive progress, we acknowledge that the gender pay gap remains. We continue to support legislation requiring businesses to publish their gender pay data, as this transparency is crucial for addressing gender diversity issues and measuring our ongoing progress.

It is from this perspective that we are pleased to publish our 2025 Gender Pay Gap Report. The results presented reflect the remuneration paid to Palladium International Limited UK-based employees only within the reporting period up to 05 April 2025

We confirm that the data provided here and on the UK government website is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Regional Directors
Amelia Beeley & Linda Muruganandan

UNDERSTANDING PAY GAP REPORTING

The Gender Pay Gap Is:

The difference in the average pay and bonuses of all women and men across the organisation, regardless of role or seniority. It reflects the distribution of women and men across different roles and levels, rather than differences in pay for doing the same work. The gender pay gap does not measure equal pay.

The Principle of Equal Pay Is:

The right for women and men to receive equal pay for the same work, work of equal value, or work rated as equivalent.

At Palladium, we assess equal pay using a compa-ratio approach, comparing the pay of women and men within the same salary band against the band's midpoint. This allows us to identify trends and address any anomalies quickly and consistently.

Why Our Approach Matters

Using compa-ratios enables fair, like-for-like analysis within roles and supports meaningful global comparison without the distortion of currency conversion.

UNDERSTANDING PAY GAP REPORTING:
LIMITATIONS OF THE GENDER PAY GAP APPROACH

Risks Of Approaching Gender Parity This Way Include:

- Overlooking the underlying causes of inequalities and the progress being made.
- Concealing increases in the number of women in leadership and higher-paid roles, as well as the barriers preventing women in lower-paid positions from advancing.
- Ignoring an organisation's initiatives to develop diverse talent pipelines by actively recruiting women into junior roles to foster gender diversity internally.
- Failing to consider market dynamics that influence why certain roles receive higher or lower pay.
- Recognising that gender pay parity is too complex to be accurately assessed using only the UK government's formula, and relying solely on this method may result in missing vital insights needed to address workplace gender inequities.
- Our organisation prioritises equal pay and employs the compa-ratio method.

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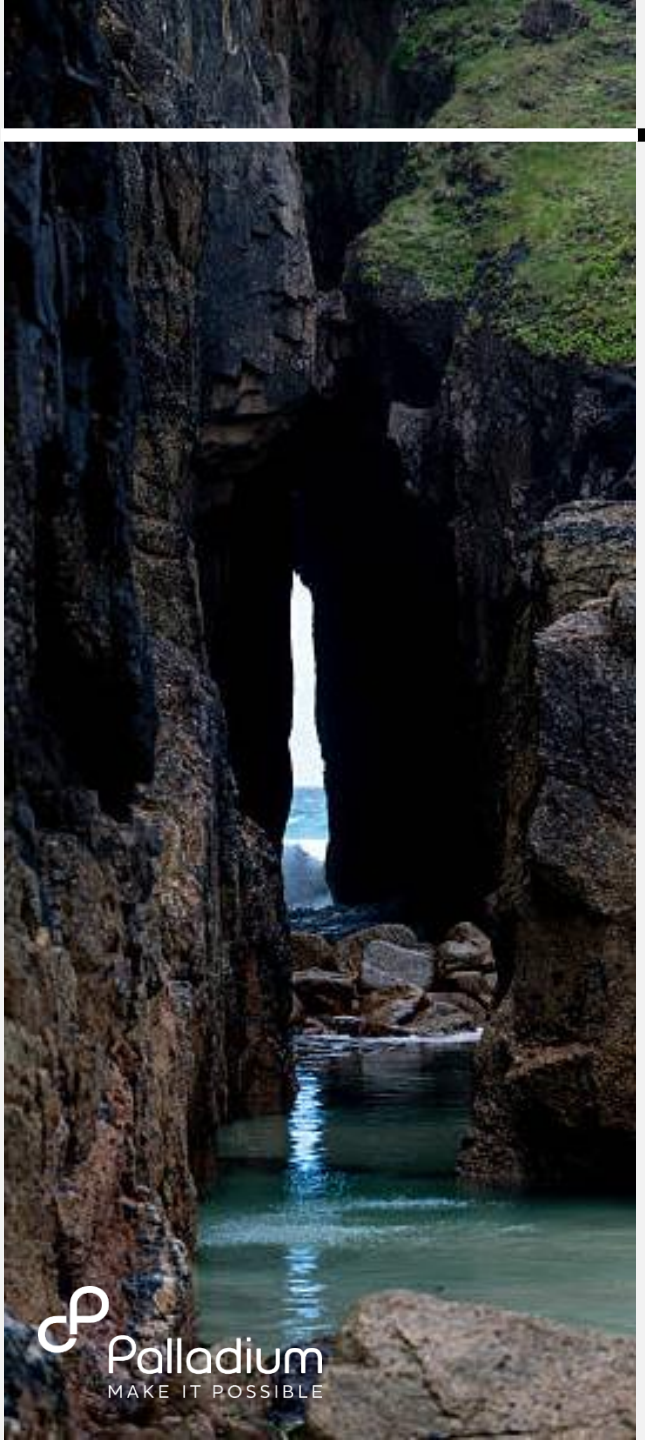


CLOSING THE GAP

Recruitment

Inclusive Attraction: Roles are advertised internally and through specialist job boards.

Fair Hiring: Inclusive recruitment and gender-balanced shortlists are used, particularly for senior and specialist roles.

Future Pipeline: Our Agile Analyst programme supports early-career entry and broadens the diversity pipeline.

Retention

Employee Voice: A strong speak-up culture is supported through regular engagement surveys, employee resource groups and leadership check-ins.

Family-friendly Support: Enhanced paid parental, dependants' and carers' leave supports workforce retention.

Flexible Working: Flexible and hybrid working supports retention and progression.

Progression

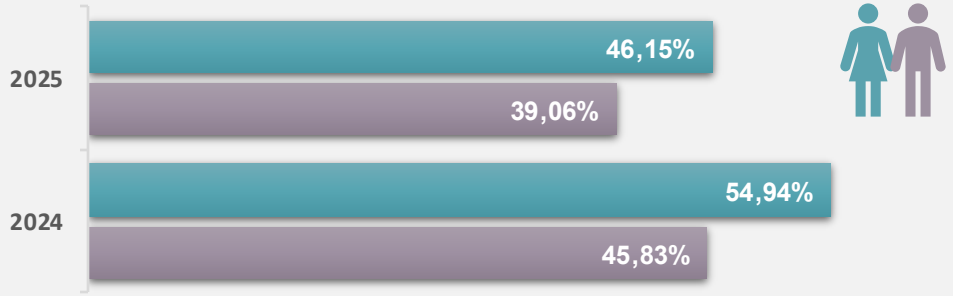
Return-to-work Support: Coaching for parents returning from parental leave supports confidence and progression.

Targeted Progression: Development and succession planning support progression into senior and bonus-influencing roles.

Fair Outcomes: Promotion and remuneration outcomes are reviewed to ensure fair and transparent access to higher-paid roles.

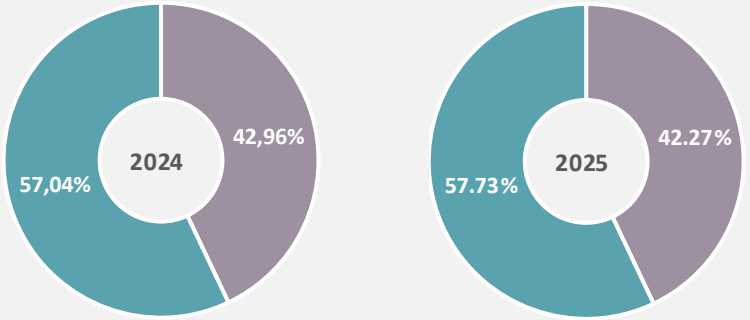
PALLADIUM INTERNATIONAL LIMITED UK

Proportion Of Employees Receiving A Bonus



Workforce Split

(Based on 'Full Pay Relevant Employees')

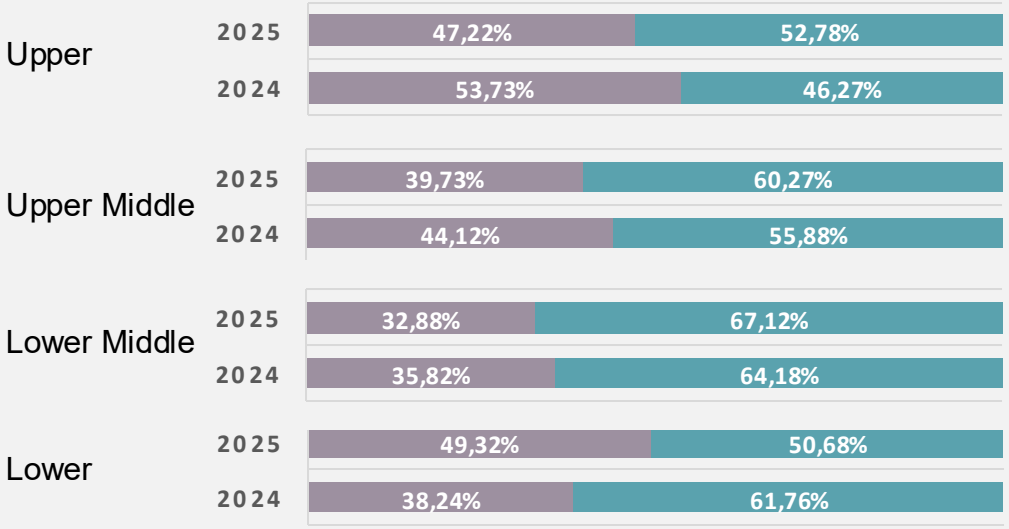


Gender Pay Gap

	MEAN AND MEDIAN PAY AND BONUS GAP			
	MEAN (AVERAGE)		MEDIAN (MIDDLE)	
	2024	2025	2024	2025
Hourly Pay Gap	16.49%	-0.19%	6.67%	2.53%
Bonus Gap	37.94%	45.39%	3.73%	31.53%

Salary Quartiles

The proportion of males/females in each quartile pay band:



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OUR RESULTS

Our **2025** gender pay gap results show strong progress in hourly pay outcomes, alongside continued structural challenges in relation to bonus distribution.

Hourly Pay

The mean gender hourly pay gap reduced significantly in 2025, with average hourly pay now broadly at parity across Palladium, UK. The median hourly pay gap also reduced, reflecting a more balanced pay distribution and improved representation across roles.

Pay Quartile

We have strong female representation across all pay quartiles, including the upper quartile, demonstrating progress in representation and progression across the workforce. These results align with our internal equal pay analysis, which confirms fair pay for men and women performing comparable roles.

Bonus Pay

While hourly pay outcomes improved, the gender bonus gap increased in 2025. This reflects the concentration of higher bonuses in a small number of senior roles, more of which were held by men during the reporting period. In addition, a higher proportion of women in senior roles work part-time, which can distort the headline bonus gap and does not fully reflect underlying progress.

Our Approach

We recognise the limitations of the UK gender pay gap methodology and therefore continue to focus on equal pay through a compa-ratio approach, alongside targeted actions to address the drivers of the bonus gap. We will continue to monitor these trends annually and assess the impact of our progression and reward governance over time.