

UK

Sword IT Solutions Ltd Gender Pay Gap Report 2025

Data has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We confirm that the data published in this report is accurate.

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Introduction

Our Commitment to Progress

At Sword, we are committed to creating a workplace where everyone can grow, develop and succeed. Our 2025 Gender Pay Gap Report reflects both our data and the lived experience of our people, and sets out the actions we are taking to build a fairer and more inclusive organisation.

This year, we have sharpened our focus on the key factors influencing our Gender Pay Gap, particularly the representation of women at mid-career and senior levels. Our approach centres on progression, retention and removing barriers at critical points across a career.

We continue to champion women's progression through our communities such as Women in Tech and Next Generation at Sword, alongside leadership and development programmes that support a diverse future leadership pipeline. We have also invested in inclusive leadership, equipping managers to understand our pay gap, take ownership of local actions and create fairer outcomes through everyday decisions.

Supporting women at every life stage remains a priority. This year we enhanced our family-friendly benefits, including maternity pay, and introduced a focused Menopause Action Plan to support wellbeing, retention and long-term career progression.

Alongside our internal actions, we have strengthened external partnerships, with regular engagement across schools, colleges and universities to inspire the next generation of talent, particularly girls and women, to consider careers in technology.

While our Gender Pay Gap continues to reflect the structure of the technology sector and our workforce today, our People Strategy, leadership commitment and targeted actions provide a strong foundation for sustained progress.

We remain focused on continuing to turn insight into meaningful action.



“

Our Gender Pay Gap reflects the structure of our workforce today, not a lack of ambition. Our responsibility is to keep removing barriers to progression so talent can thrive at every level at Sword.

”

Catherine Froud-Williams
Chief People Officer

Sword 2025 Pay Gap Data

What is the UK Gender Pay Gap Report?

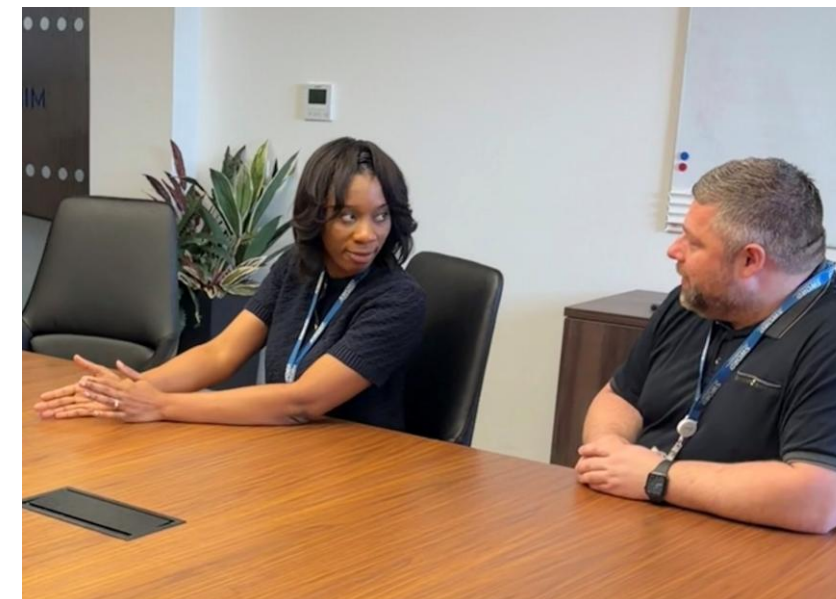
UK Gender Pay Gap legislation requires employers with 250 or more employees to publish annual calculations showing the difference in average pay between employees who identify as men and women. The aim is to increase transparency, highlight structural inequalities within organisations and encourage long-term action to reduce gender-based disparities in the workplace. At Sword, reporting our Gender Pay Gap plays an important role in understanding where inequalities may exist and how we can address them. By analysing our data and acting on our findings, we reinforce our commitment to fairness, respect and an inclusive workplace culture.

Is it the same as equal pay?

No. Gender Pay Gap reporting is not the same as equal pay. Equal pay relates to men and women receiving the same pay for the same role or work of equal value. Gender Pay Gap reporting however, looks at the difference between the average pay of men and women across the organisation as a whole. It reflects how our workforce is structured across different roles and levels, rather than whether individuals are paid fairly for equivalent work. As a result, an organisation can have a Gender Pay Gap even when equal pay obligations are being met.

Internal equity review, validation and benchmarking

At Sword, we are committed to maintaining a fair, competitive and inclusive reward framework. We regularly review pay using a combination of external market benchmarks and internal equity analysis to ensure individuals are paid appropriately for their role, skills and experience. While Gender Pay Gap reporting highlights differences in representation across roles and levels, our internal equity reviews and benchmarking confirm that pay decisions are made fairly, consistently and in line with market standards. These insights, alongside our annual performance and progression cycles, help us monitor trends, inform decision-making and hold ourselves accountable for equitable outcomes throughout the employee lifecycle.



Note:

UK reporting rules require us to present Gender Pay Gap data using 'male' and 'female' categories. We recognise that gender is not binary, and this terminology reflects statutory requirements only - not our broader, inclusive approach.

Sword 2025 Pay Gap Data

Based on our **April 2025 snapshot**, Sword's **median gender pay gap** is **12.58%** and the **mean gap** is **6.34%**.

Compared with 2024, both measures show a small increase (mean +0.74pp, median +0.27pp), reinforcing the importance of our **continued focus on increasing female representation and progression** into higher-paid roles, alongside maintaining consistent and equitable pay outcomes.

Mean Hourly Pay Rate 2025



Median Hourly Pay Rate 2025



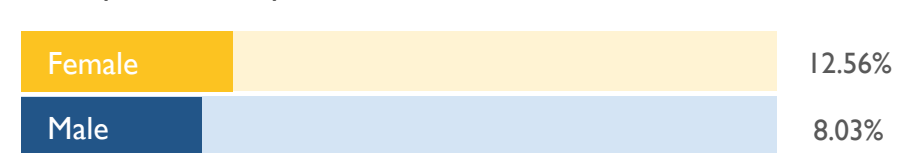
Mean Bonus Gap 2025



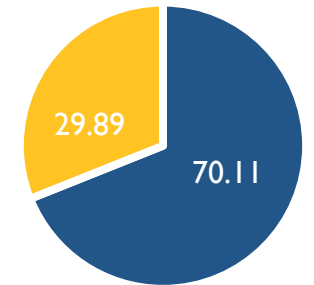
Median Bonus Gap 2025



Proportion paid a bonus



% Composition of female vs male (Overall)



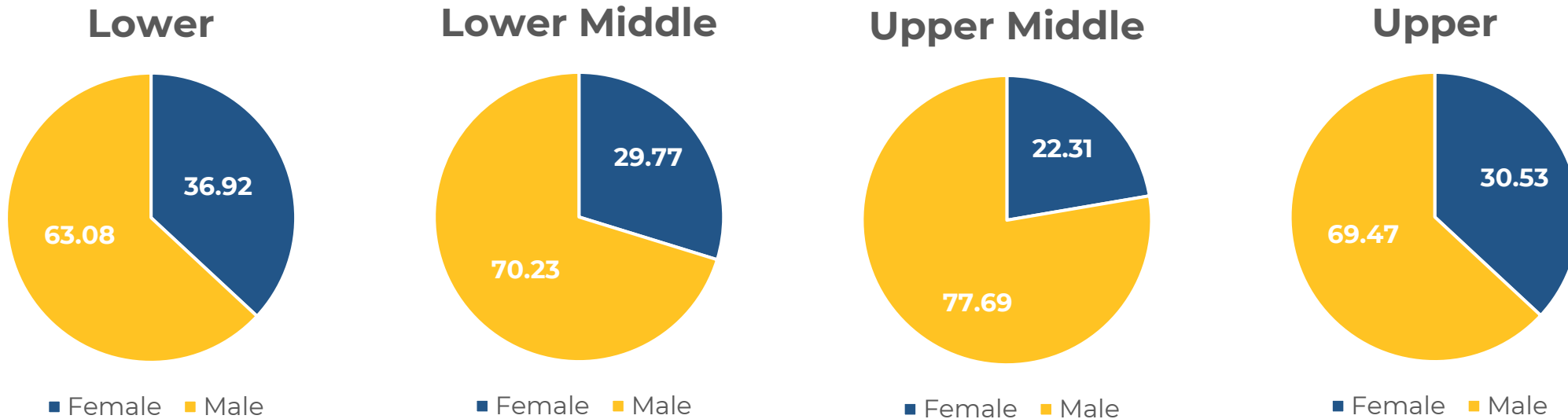
Male Female

What is the data telling us?

Our Gender Pay Gap reflects workforce composition, with women under-represented in senior, sales and specialist roles, a challenge seen across the wider technology sector. Modest year-on-year movement highlights the importance of sustained action on progression and retention, with our results continuing to compare favourably with UK industry benchmarks.

Pay Quartiles

% Proportions of male and female employees who were in the lower, lower middle, upper middle and upper quartile pay bands as at 5th April 2025:



Female representation in the **upper pay quartile** has increased from 26.72% in 2023, 30.1% in 2024 to **30.53%** in **2025**, reflecting continued progress in senior representation and leadership development.

Understanding Sword's Gender Pay Gap

Driven by our commitment to fairness, inclusion and evidence-based action

Why does a gender pay gap exist?

Sword operates within the technology sector, where women remain under-represented in senior, specialist and technical roles. This structural imbalance continues to be the primary driver of our Gender Pay Gap. While female representation is stronger at entry and early-career levels, progression into higher-paid senior roles remains uneven despite some improvement this year.

This distribution of roles and seniority influences both our pay and bonus outcomes and reinforces the need for a sustained focus on progression and retention.

We take a data-led approach to understanding our pay gap, using workforce analysis, Sword employee engagement feedback and ongoing commitment to review practices across the employee lifecycle.

Building a Sustainable Talent Pipeline

Our focus remains on creating lasting change by strengthening representation, retention and progression at every stage of a career. This includes inclusive recruitment practices, early-career outreach, leadership development and proactive removal of barriers that can impact long-term progression.

Our focus this year

Over the last year, we have strengthened our approach through targeted actions, including:

- **Enhanced family-friendly and maternity benefits**, in addition to flexible working practices
- A clear **Menopause Action Plan** to remove barriers to sustained career progression
- Investing in **inclusive leadership** and nurturing the **next generation of leaders**
- Strengthened **external partnerships** with schools, colleges and universities to support the future talent pipeline
- Ongoing support for inclusive employee communities, including our **Women in Tech** and **Next Generation at Sword** Communities.

Looking Ahead

Closing the Gender Pay Gap is a long-term commitment. Our priority is to continue increasing female representation in senior and specialist roles, embedding equity into pay and reward decisions and monitoring progress transparently over time. We will continue to listen to feedback, review our data and report openly on the impact of our actions as part of our wider commitment to equity and inclusion.



Menopause Action Plan

At Sword, we recognise that menopause can have a meaningful impact on wellbeing, confidence and long-term career progression. Supporting our people through this life stage is an important part of creating an equitable workplace and removing barriers that can contribute to the Gender Pay Gap. This year, we are strengthening our commitment through a clear and focused Menopause Action Plan, centred on awareness, practical support and inclusive workplace adjustments.



Awareness

Clear guidance and manager awareness to build understanding and normalise conversations.



Support

Accessible resources, confidential support contacts and flexible working options.



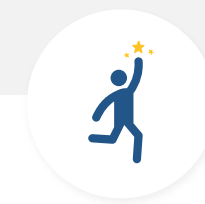
Adjustments

Reasonable, proactive workplace adjustments tailored to individual needs.



Policies

Key policies reviewed through a menopause lens to ensure inclusive practice.



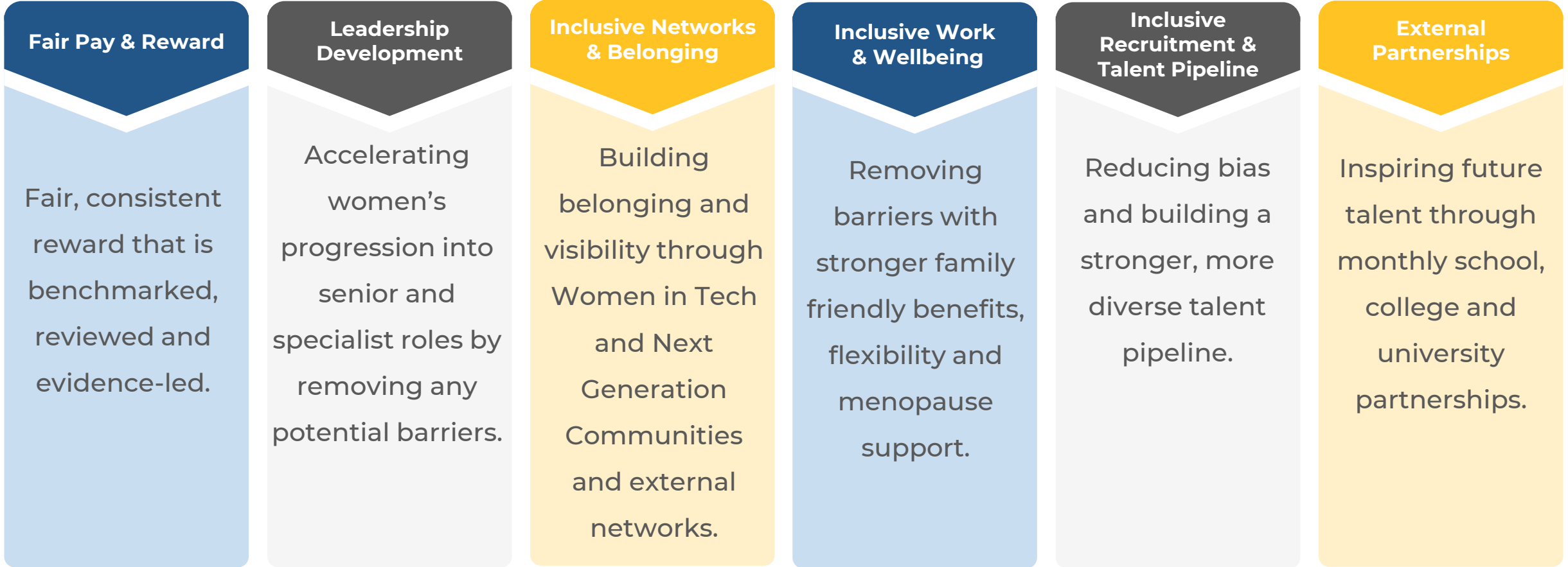
Listening & Improve

Ongoing feedback, review and annual reporting on progress and impact.

We recognise that life stages such as caring responsibilities, health transitions and menopause can disproportionately impact women's careers if not actively supported. Menopause support helps retain experienced talent, supports mid-career progression and removes avoidable barriers that disproportionately affect women.

Our Commitment to Closing the Gap

Turning insight into action that delivers progress



Fair Pay & Reward

Fair, consistent reward that is benchmarked, reviewed and evidence-led.

Leadership Development

Accelerating women's progression into senior and specialist roles by removing any potential barriers.

Inclusive Networks & Belonging

Building belonging and visibility through Women in Tech and Next Generation Communities and external networks.

Inclusive Work & Wellbeing

Removing barriers with stronger family friendly benefits, flexibility and menopause support.

Inclusive Recruitment & Talent Pipeline

Reducing bias and building a stronger, more diverse talent pipeline.

External Partnerships

Inspiring future talent through monthly school, college and university partnerships.



Catherine Froud-Williams
Chief People Officer

C Froud-Williams



Kevin Moreton
Chief Executive Officer

K Moreton



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