



UK GENDER PAY GAP REPORT

Published April 2025
(Snapshot data taken from 4 April 2024)



Foreword

In an ever-evolving world marked by shifting market dynamics and transformation across the Group, we remain steadfast in our commitment to enhancing gender representation through inclusive talent attraction, development, and retention programmes.

Pay gaps are not a reflection of whether a company pays its colleagues equally for like-for-like work on the basis of gender, they're a reflection of whether genders are represented equally throughout different levels in a business.

We continue to be challenged by the well documented industry disparities and in a further year of transformational change across the Group, we remained committed to closing our gender pay gap with a global focus on improving gender representation. As a people-powered, tech enabled business, we're proud to support our colleagues to challenge and disrupt the status quo to enable progress in our inclusive reward strategy.

This year we have benefitted from the development of our job framework which enhanced pay gap analysis by job level and supported equality-driven pay decisions for colleagues globally.

Our efforts were supported by gender-inclusive talent attraction, inclusive development opportunities and enhancements to our Global People Proposition, in particular our family friendly policies.

As a result, we see equal proportions of men and women across each of our performance ratings, and following the introduction of the formal promotions process last year, we are starting to see the positive impact on gender-balanced progression with inclusive, internal mobility.

All of this has resulted in the continued trend of female colleagues progressing from lower, to higher pay quartiles and an overall reduction in the median pay gap in the UK. Whilst there are pockets of progress globally, there is always more to be done.

Since our last annual Gender Pay Gap report, we've launched several key initiatives to reinforce our commitment to global inclusion.

These initiatives include the launch of the Global Speak Up Framework, aimed at providing accessible pathways for colleagues to report concerns and also celebrate behaviours that align with our company values, contributing to a more inclusive culture.

These efforts demonstrate our ongoing commitment to creating a workplace that values inclusivity, supports diverse talent, and actively works to close gender gaps.



Michelle Van de Velde

Michelle Van de Velde

Interim Chief People Officer

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What is the gender pay gap?

Gender Pay Gap reporting is not the same as Equal Pay.

Equal Pay

Supported by the Equality Act 2010, women and men have the legal entitlement to be paid at the same rate for the same work, for work rated as equivalent, and for work of equal value.

It's unlawful to pay people unequally on the basis of gender and, for all our pay reviews, we assess all roles against external benchmarks through an independent company, Mercer, to ensure all colleagues are paid fairly for the role they hold.

VS

Gender Pay Gap

Gender Pay Gap reporting does not measure the difference in pay between men and women doing the same, similar or equal value roles.

Instead, it's a measure of the difference in the average hourly earnings (excluding overtime) between all men and women across the company. In this document, we report on this as a whole, as well as across four equally divided quartiles.



How is it calculated?

Gender Pay Gap – Mean

This is calculated by adding together all the hourly rates for men and, separately, for women and working out the average hourly rates for each group.

The difference between the two is then expressed as a percentage.

Gender Pay Gap – Median

Median reporting looks at the mid-point of each population.

If we separately lined up all our colleagues by gender in order of the lowest hourly rate of pay to the highest hourly rate of pay, the median pay gap is the difference in hourly pay between the woman in the middle of one line, compared to the hourly pay of the man in the middle of the other line.



Reporting

Under UK legislation, organisations with 250 or more employees must report on their gender pay gap on the snapshot date each year. This year's report is based on the snapshot date of 4 April 2024.

We're legally required to report on:

- The difference in the mean and median pay of full-pay received by men and women
- The difference in the mean and median bonus pay for men and women
- The proportions of men and women who received bonus pay
- The proportions of full-pay received by men and women, split into four quartiles

In addition to our statutory reporting requirements, we remain committed to sharing this more comprehensive report with our colleagues across the Group.

In this report, we include reporting figures for NCC Group Corporate Limited (UK only), NCC Group Security Services, Escode (UK), Fox-IT and for USA colleagues as a whole, as well as those specifically in our North America Assurance business.

Colleagues from our businesses in Canada, APAC, and European countries other than the UK and the Netherlands are not currently included as they do not reach the reporting threshold of at least 250 employees.



How is it calculated?

Pay Quartiles

Pay quartiles are calculated by looking at the hourly rate for all full pay colleagues across the business from lowest paid to highest paid.

These are then distributed into four equally sized groups and we report on the percentage of men and women in each quartile.

Bonus Pay Gap

The mean and median bonus pay gaps are calculated in the same way as the gender pay gaps using hourly rates.

The bonuses paid to men and women in the 12 months leading up to the snapshot date is used for these calculations.

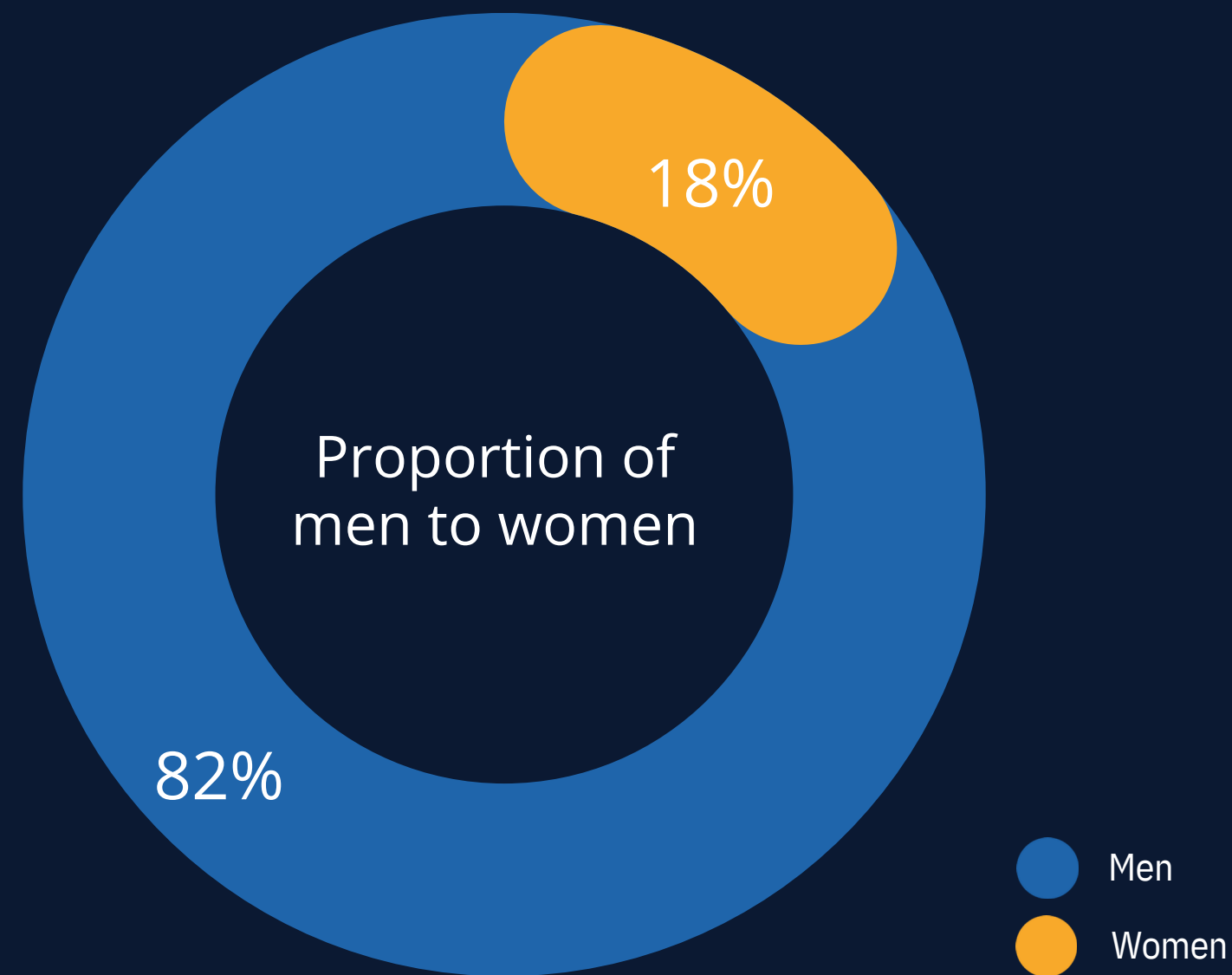




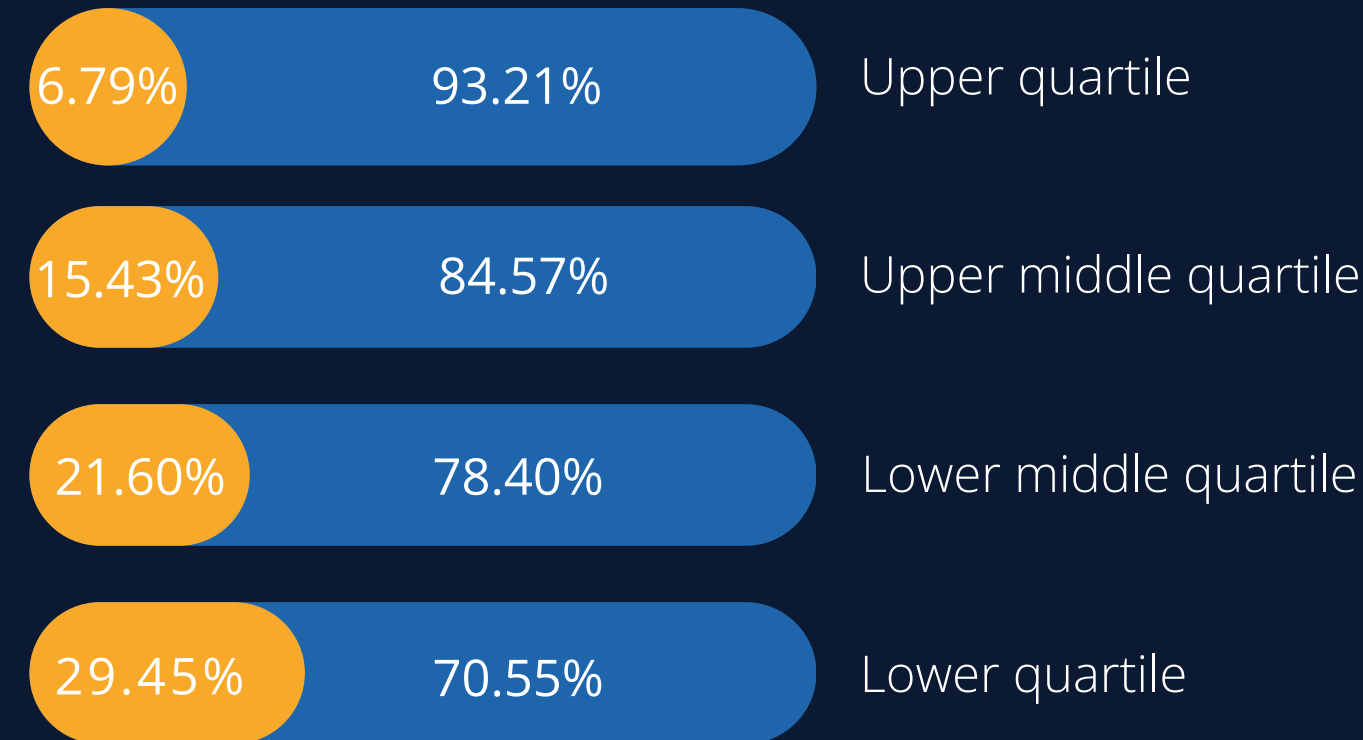
Our 2024 results **All UK**

For the 12 months ending 4 April 2024

NCC Security Services Ltd



In NCC Security Services Ltd, there remains significantly more men than women. However, there is an increase in women of 1ppt when compared to 2023.



Pay Quartiles

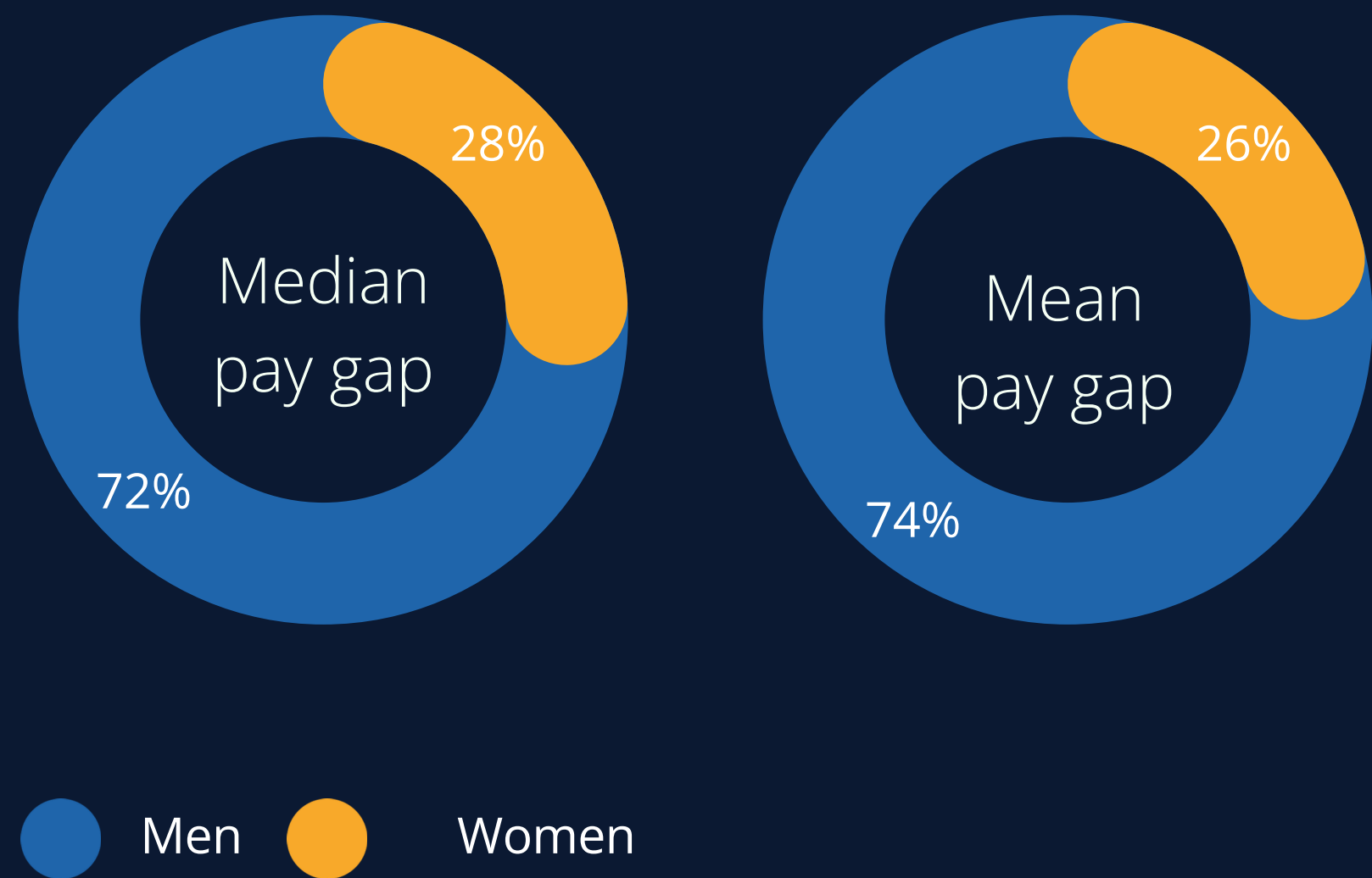
This a male dominant entity and we see significantly more men across all quartiles. In 2024, women occupied 6.8% of the highest paid roles, which is a reduction of 0.5ppt when compared to 2023.

However, we have seen an increase female representation across both upper middle and lower quartiles with increase of 4.3ppt and 2.8ppt respectively.

The movement across quartiles suggests that more women are joining NCC Group in more junior level roles, but we have upward movement across quartiles.

NCC Security Services Ltd

Gender pay gap



Across all roles in NCC Security Services Ltd, the pay gap remains relatively consistent. The median hourly pay for NCC Security Services has seen an improvement of 1ppt when compared with 2023. Women earned 72p for every £1 earned by men when comparing median hourly pay. The mean (average) gap is 26% which is a slight widening of 1ppt when compared to the previous year which means women earned for every £1 men earned.

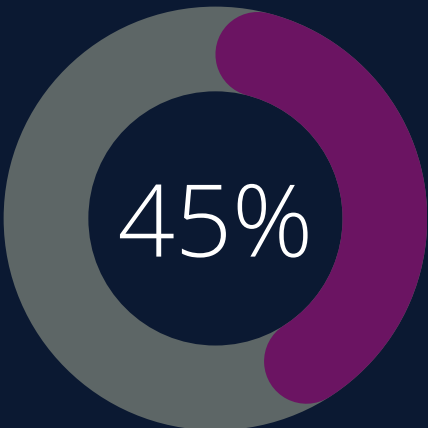
NCC Security Services Ltd

Bonus pay gap

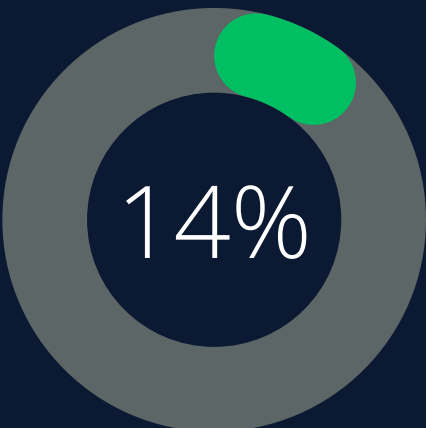
Received a bonus



Median bonus pay gap



Mean bonus pay gap



In 2024, when comparing mean (average) bonus pay, there is an uplift of 13 ppts. In 2023 (27%) compared with the mean bonus gap of 14% in 2024.

When comparing the median, there is a widening gap of 6ppts when compared to the previous year. In 2023 the bonus gap was 39% and in 2024, 45%.

Women receiving a bonus in NCC Security Services Ltd earned 55p for every £1 earned by men.

All UK

Gender pay gap



All UK

There has been improvement across most UK entities for both median and mean hourly pay. We have significantly more men than women in most of our senior roles and this continues to impact our gender pay gap.

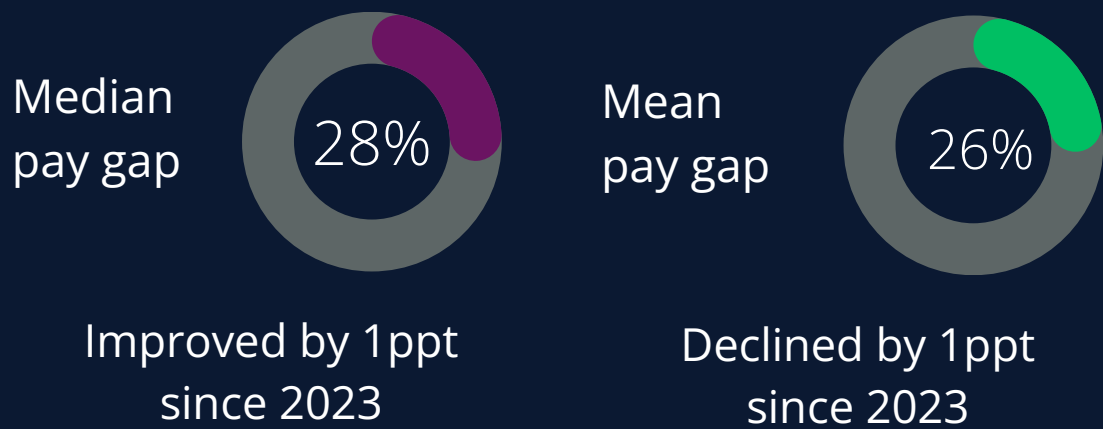
Women's median hourly pay gap is lower at 24% in 2024, which is an improvement of 4ppts when compared with previous year.

Across the UK, women's mean hourly pay gap is 25%, which remains the same as in 2023, with women earning 75p for every £1 men earned.

UK by entity

Gender pay gap

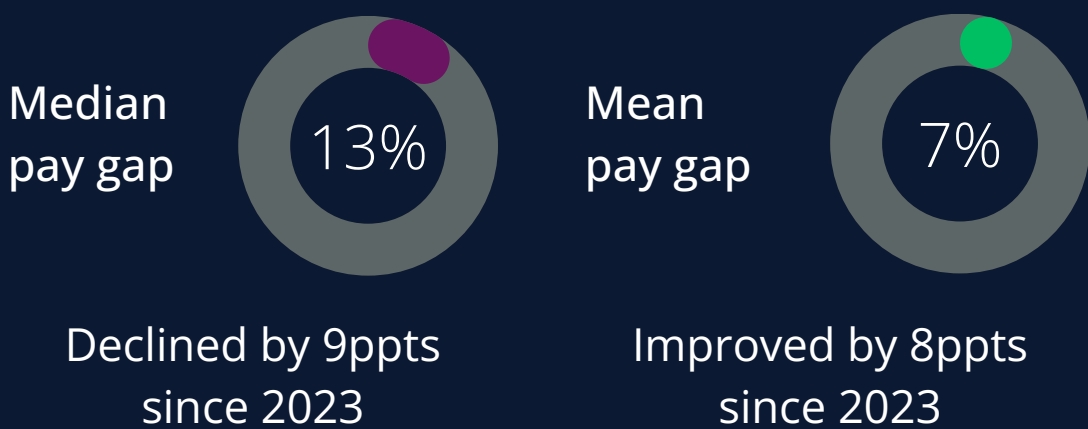
NCC Security Services Ltd



The mean gap has increased by 1ppt which is relatively consistent when compared to previous year (25%).

The median hourly pay for NCC Security Services has seen an improvement of 1ppt which indicates the median pay for women in this area has increased by 1%.

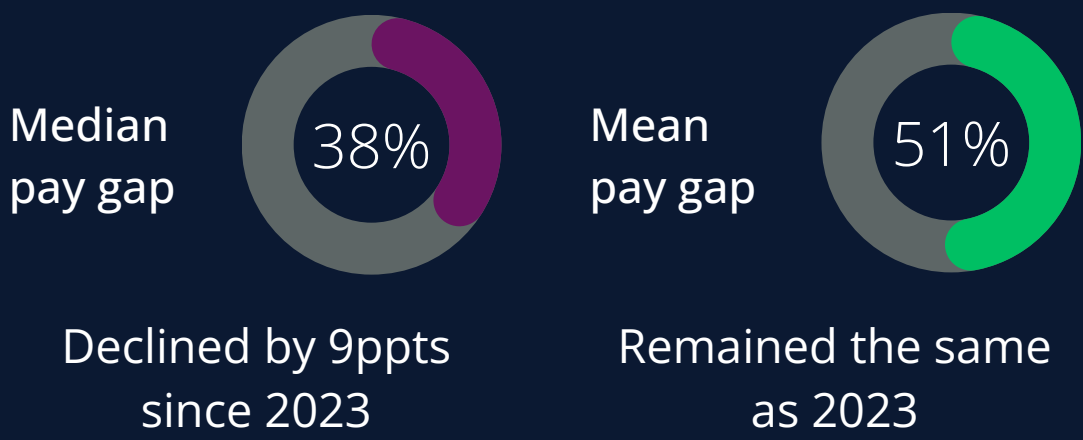
NCC Group Corporate Ltd (UK)



The greatest improvement in narrowing the pay gap is seen in UK Corporate where women's mean hourly pay gap improved by 8ppts, meaning women in Corporate earned 93p for every £1 earned by men. This is attributed to more senior female hires and a slight upward movement within the entity.

While the mean rate has improved, nearly half of the women in lower and lower middle quartiles are recent hires which has made the median hourly rate drop, widening the median pay gap by 9ppts. This is expected as any movement will have significant impact on a small sized population.

Escode, UK (Formerly Software Resilience, UK)

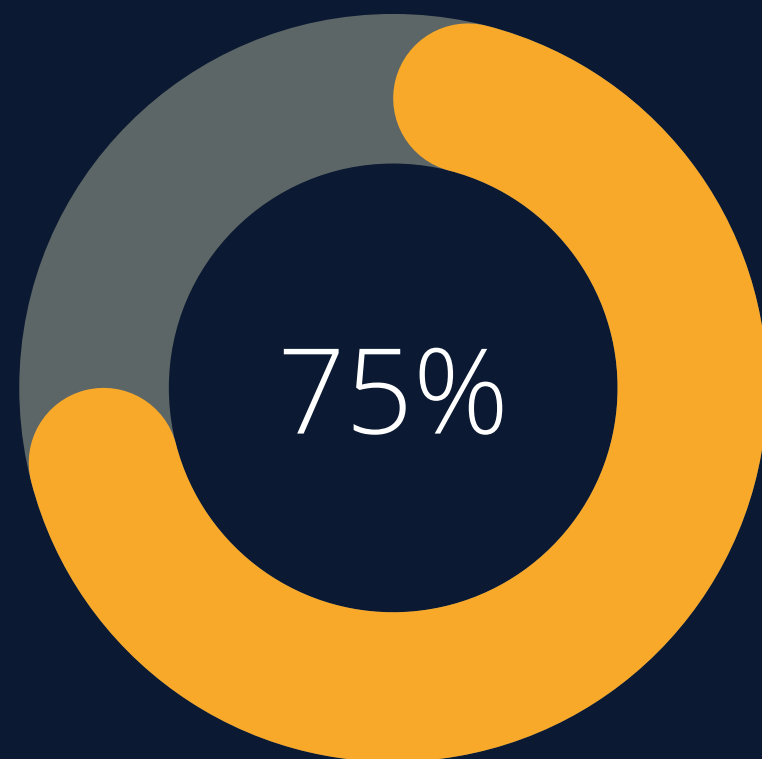
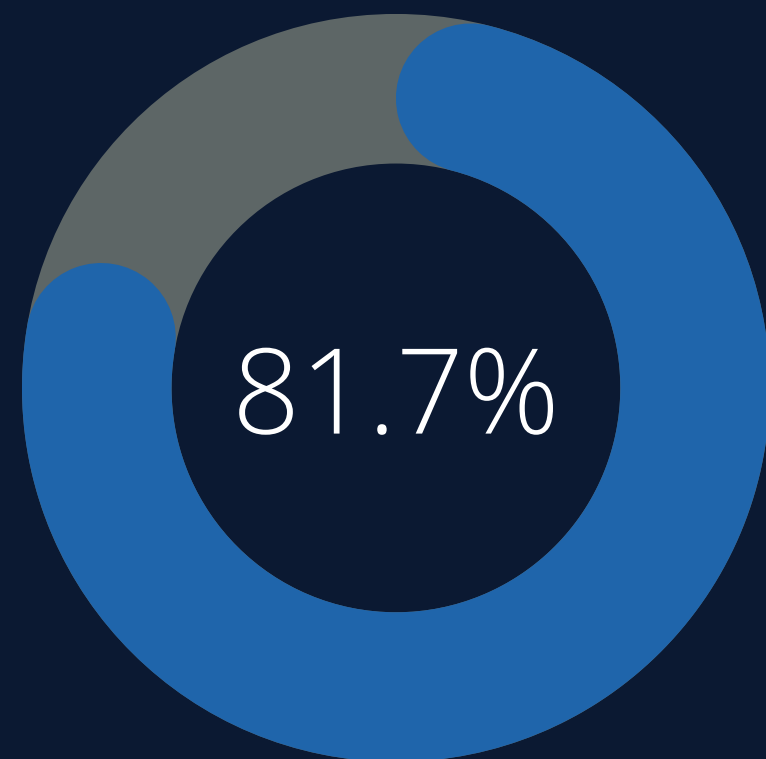


The women's mean hourly pay in Escode remains unchanged from last year at 51%, meaning women earned 49p for every £1 men earned.

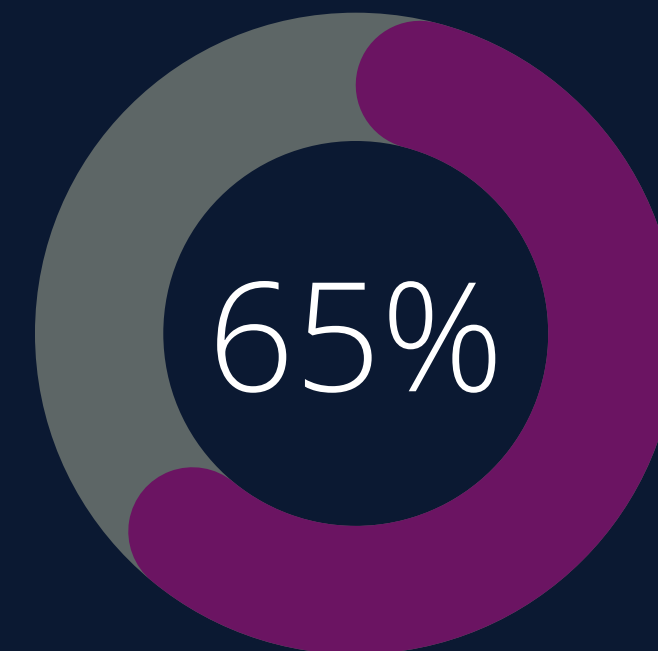
However, the median pay gap has increased by 9 ppts, this can be contributed to higher proportion of female hires being at the lower quartile, bringing the female median hourly rate down thereby widening the gap.

All UK

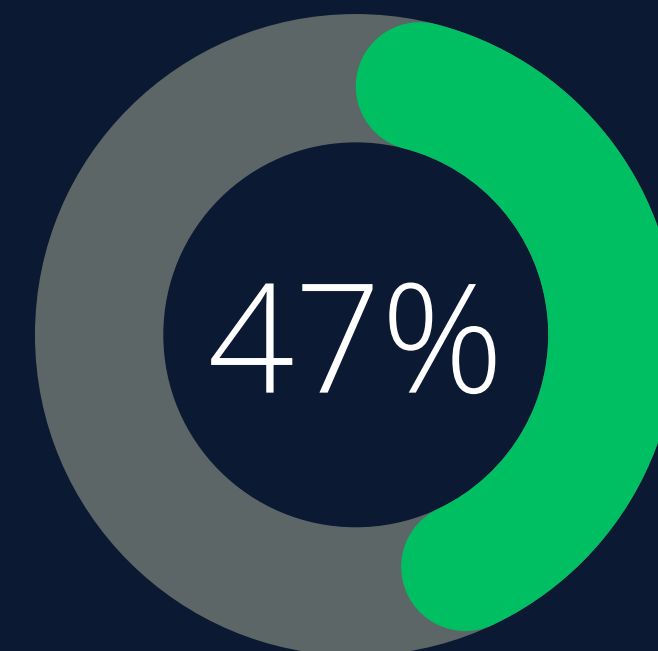
Received a bonus



Median
bonus
pay gap



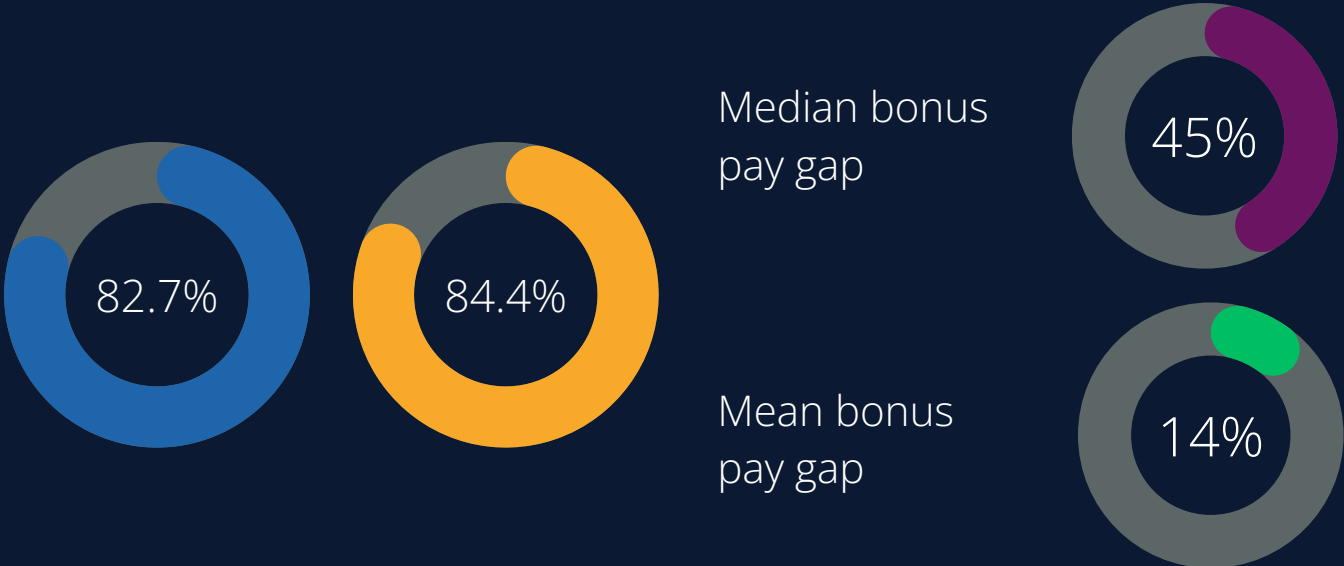
Mean
bonus
pay gap



Men Women

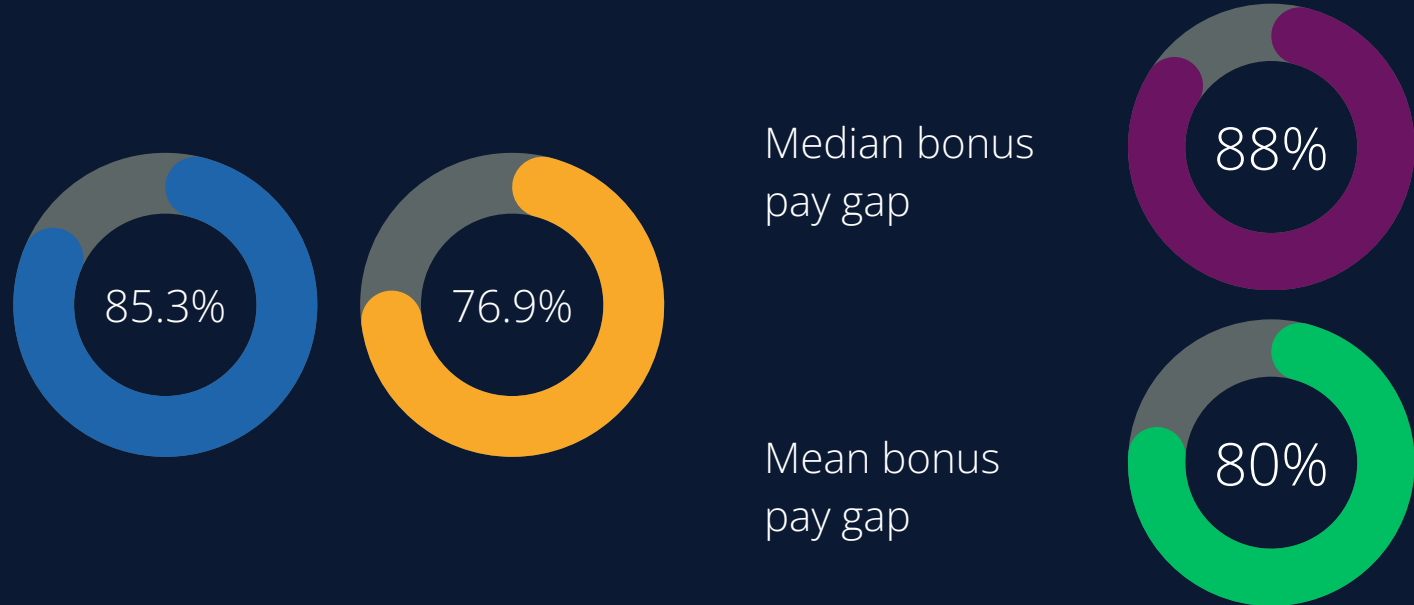
NCC Security Services Ltd

Received a bonus



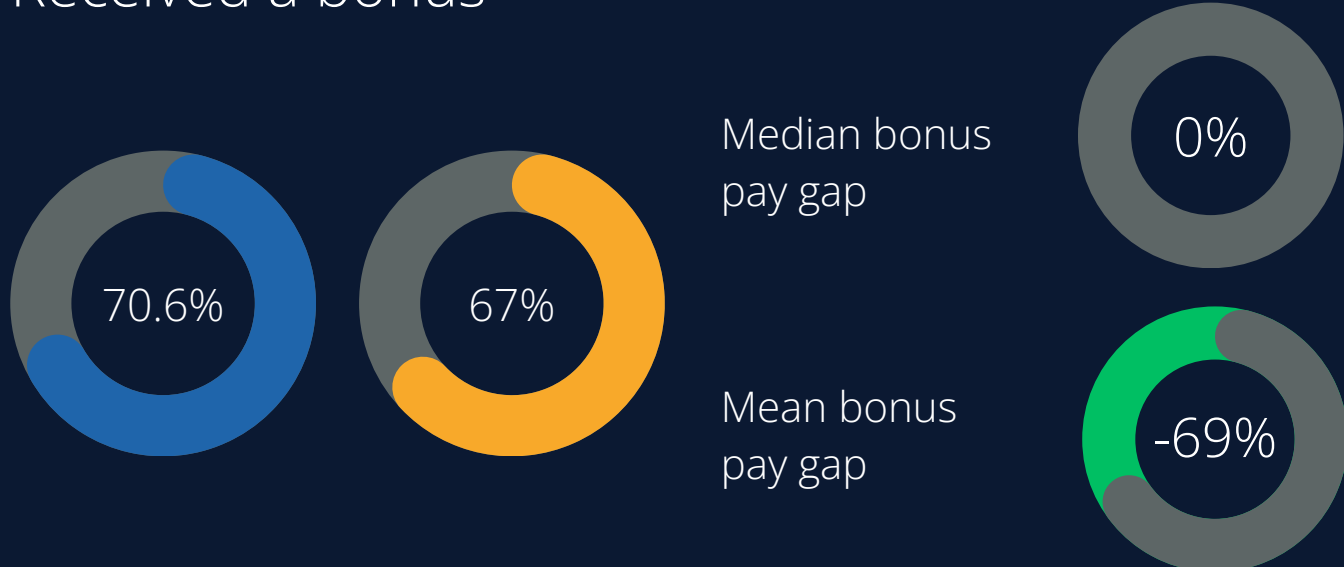
Escode, UK (Formerly Software Resilience, UK)

Received a bonus



NCC Group Corporate Ltd (UK)

Received a bonus



Men Women

All UK

All UK

Across the Group, for both genders, fewer people received bonus when compared to previous year. The gender gap in bonuses widened in 2024, with women receiving significantly lower bonuses at mean and median levels. Both men and women's average bonuses dropped, and the gender gap widened to 47%.

The median bonus gap was 39% in 2023 however the gap has increased significantly in 2024 to 65%. In 2023, 88.51% of men and 85.19% of women received bonuses. In 2024, these percentages fell to 81.66% for men and 75.00% for women, meaning fewer people got bonuses overall, with a larger drop for women.

NCC Security Services Ltd

The difference in average bonuses between men and women narrowed from 27% in 2023 to 14% in 2024 which means women received 84p for every £1 men earned in bonuses.

The disparity in the median bonus declined, with women receiving 45% less than men in 2023/24 compared to 39% less in 2022/23.

In 2024, a slightly higher percentage of women received bonuses compared to men, reversing the trend from 2023.

NCC Group Corporate Ltd (UK)

In 2023, men earned higher average bonuses, but in 2024, women's average bonus surpassed men's by 69%.

In 2024, there was no gender disparity in the median bonus, unlike the previous year when women earned 25% more.

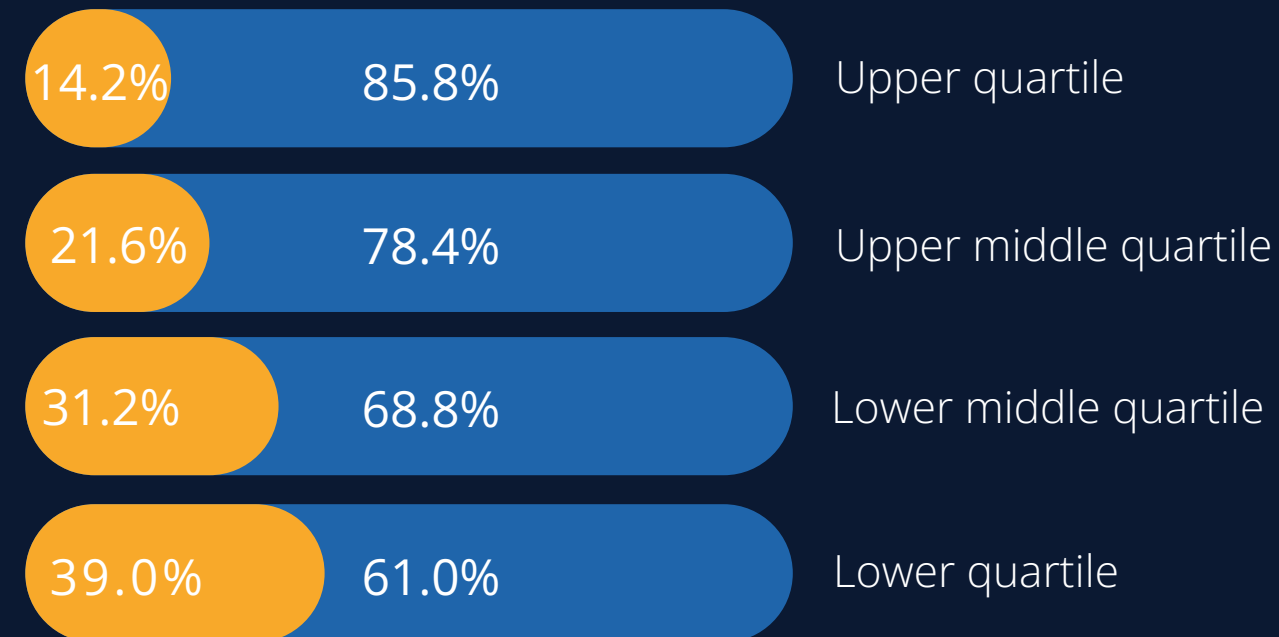
Escode, UK (Formerly Software Resilience, UK)

Both the mean and median bonus gaps showed a widening gender disparity in 2024. Women earned 80% less on average and 88% less at the median level compared to men.

Across both genders, the percentage of those receiving bonuses reduced by 6 ppt for men and 15ppt for women when compared to the previous year.

All UK

● Men ● Women



All UK

In the UK, female representation has increased across all pay quartiles, with the most significant growth observed in the lower and lower middle hourly pay quartiles. This suggests that more women are joining the Group in the early stages of their careers and upward movement across quartiles

NCC Group Corporate Ltd (UK)

The upper quartile shows an increased female representation by 3% along with drop in the upper middle quartile. This is predominantly because of new senior female hires. We have also seen a decrease in female representation in the lower quartile by 1.5% which indicates a slight upward movement of female colleagues across the quartiles. Across all quartiles, the gender ratio is relatively consistent, with male representation remaining dominant.

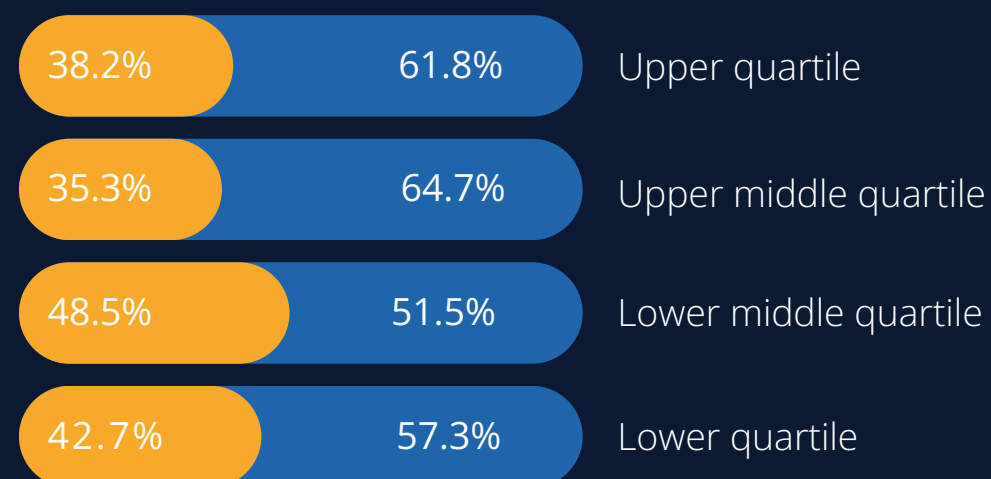
NCC Security Services Ltd

This a male dominant entity and we see significantly more male representation across all quartiles. Overall, there is an increased female representation across all quartiles with 21% of female in Q1 being new hires which could indicate the success of recruitment activity to attract female colleagues into the business.

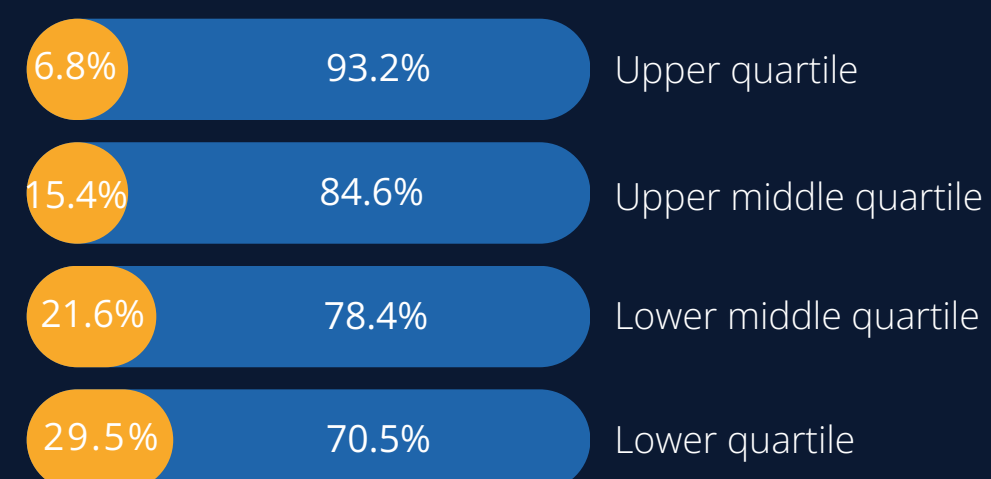
Escode, UK (Formerly Software Resilience, UK)

As this is a small sized entity, any slight change to headcount will have a significant impact. There has been 10% headcount increase and an increase of 4% female representation in the upper quartile when compared with previous year.

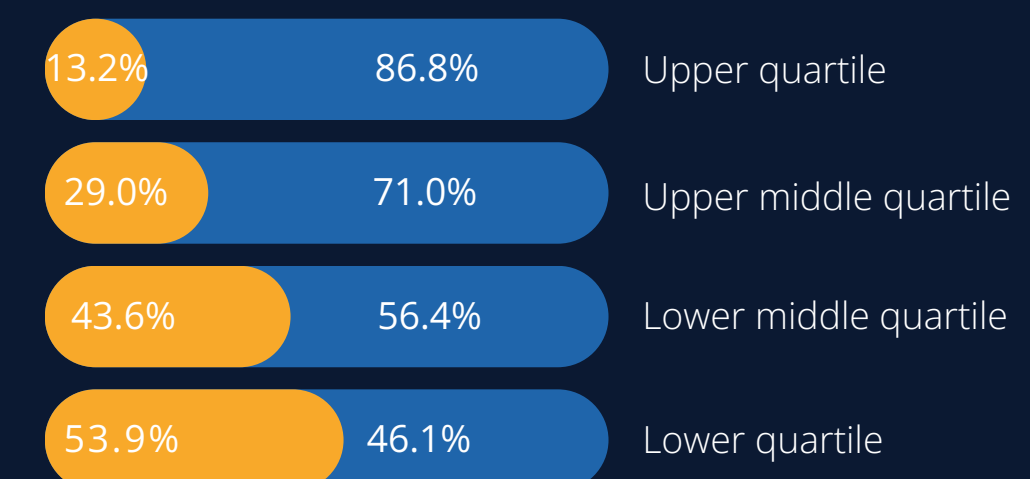
NCC Group Corporate Ltd (UK)



NCC Security Services Ltd



Escode, UK (Formerly Software Resilience, UK)



Our current & future focus

Alongside analysing our Gender and Bonus Pay Gap, we reviewed insights from My Voice, our biannual colleague survey, revealing a positive trend in colleagues' workplace experiences in the 12 months from September 2023.

Notably, female employees reported a stronger sense of inclusion, with higher scores in Inclusive Leadership and Belonging, indicating growing recognition of diverse perspectives and a more inclusive culture. Confidence in leadership has also improved across the board, with increased trust in the Executive Leadership Team, Regional Leadership, and Direct Managers.

Additionally, perceptions of company support strengthened for both male and female colleagues, reflecting an overall improvement in how supported employees feel.

Female colleagues also reported high scores in Care and Speaking Freely, suggesting they feel valued, recognised, and empowered to share their opinions. These results highlight meaningful progress in fostering a more inclusive and supportive workplace environment.

In the 12 months since 5th April 2024, the snapshot date for the data in this report, we've launched a number of key initiatives and programmes to support our commitment to gender equality and global inclusion more broadly.

In response to global colleague feedback, in 2024 we were proud to introduce 'Moments that Matter' – our suite of supportive, people-focused policies that align with our Global People Proposition, focusing on family, flexibility, and wellbeing.

These policies are designed to acknowledge and support life events with celebration, compassion and empathy. Our aim is to be a leading, family-friendly employer in our sector; offering enhanced leave programmes that support colleagues at every stage of their life and career.

Additionally, we introduced several new leave categories to support colleagues during significant life events. These initiatives are complemented by resources designed to assist both colleagues and their people managers during these pivotal moments.

Our aim is to foster an inclusive culture that makes NCC Group an attractive, inclusive and supportive workplace for our multi-generational workforce.

The new categories of time off and support include:

- Fertility Treatment Time and Support
- Pregnancy Loss Time and Support
- Leave for new Grandparents
- Menopause and Menstruation Support

We have made further progress on our future reward strategy, focusing on the continued use of our job framework to enhance data and insights for pay decisions to deepen the analysis by job family and job level.

This ensures we invest in initiatives that will help us to increase the relative numbers of women in senior positions, which ultimately will have the biggest impact on gender pay across the Group.



To focus on increased representation, in 2024 we launched our 'License to Hire' programme, which equips managers with the skills to deploy inclusive hiring practices, supported by inclusive attraction campaigns, diverse interview panels, and standardised gender-neutral role profiles.

Internally, throughout FY25, there will be a renewed effort to enhance Global DEI data collection, aligned to regional practices and legislation where required, to deepen our analysis of pay and mobility gaps across our workforce driving tangible actions to strengthen inclusion across the Group.

Mental Health Training for People Managers is helping to create a more inclusive environment and ensure colleagues receive the support they need, particularly addressing the challenges colleagues may face in balancing work and caregiving.

Expanding this training across regions further strengthens our commitment to an equitable workplace where all colleagues have access to the support they need to thrive.

We continue to embed Living our Values, our behavioural framework into all aspects of our employee lifecycle and this year will invest in building the capability of our managers and leaders to drive culture and professional standards across our global business.

Recognising that managers and leaders play a pivotal role in setting the tone for a culture of inclusion with their practices, our support will include launching a refreshed management development programme during FY25, introducing greater support for newly promoted managers, together with adding inclusive leadership modules as part of our onboarding programme for new managers and leaders to NCC Group.

Whilst the initiatives we launched in 2024 will take some time to embed and have the longer-term benefit desired, early indications show progress is being made, with 2025 being the year that our leaders and managers amplify the practices, and support all our people to thrive.



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