



Gender Pay Gap Report

Gender Pay Gap Report

Calculated based on a snapshot date of 5 April 2025

Introduction

At ESP, our mission is to delight every customer every time by having the best people delivering the best service anywhere in the world. People are the heart of our business and we continue to focus on ensuring that we provide growth and development opportunities across the company.

This Gender Pay Gap Report sets out our UK gender pay gap data as at 5 April 2025. ESP Global Services employs fewer than 250 applicable UK employees and is therefore not required to publish gender pay gap data. We have chosen to report voluntarily as part of our commitment to transparency and fairness.

Workforce Snapshot

As at the snapshot date:

- ESP Global Services employed 243 applicable UK employees
- 37 employees (18%) were female
- 206 employees (82%) were male

These figures reflect the current gender composition of our UK workforce.

It is important to distinguish between gender pay and equal pay:

- *Equal pay* relates to men and women being paid the same for performing the same role or work of equal value.
- *Gender pay gap* measures the difference in average earnings between men and women across the organisation, regardless of role or seniority.

Gender Pay Gap Results

The following figures represent the differences in hourly pay between male and female employees:

Median gender pay gap: -44.14%

Mean gender pay gap: -28.02%

Throughout this report, a negative gender pay gap indicates that women earn more, on average, than men.

This outcome reflects the current distribution of roles within the organisation. A higher proportion of our female employees are based within the UK Head Office, where there is greater representation in senior and specialist roles, resulting in higher average earnings.

Bonus Pay Gap

Our bonus pay analysis shows the following results:

- Median bonus gap: -38.3%
- Mean bonus gap: -12.83%

Again, negative figures indicate that female employees received a higher average bonus than male employees.

In the 12 months preceding the snapshot date:

- 4.47% of men received a bonus
- 13.51% of women received a bonus

Bonus outcomes are influenced by the size and distribution of awards, with a small number of higher-value bonuses awarded to female employees and a larger number of lower-value awards paid to male employees.

Pay Quartiles

The table below shows the gender distribution across our hourly pay quartiles:

Pay Quartile	Men 	Women 
Lower	89.5%	10.5%
Lower Middle	100%	0%
Upper Middle	82.5%	17.5%
Upper	67.9%	32.1%

These figures highlight that female representation is strongest in the upper pay quartile, reflecting the presence of women in more senior UK-based roles. Conversely, female representation in entry-level roles remains lower, which aligns with wider skills shortages and labour market challenges within our industry. While female representation is strongest in the upper quartile, the overall gender imbalance in entry-level roles continues to influence the lower quartiles

Year-on-Year Commentary

Compared with 2024, there has been a slight reduction in female representation within the lower and lower-middle pay quartiles. This mirrors ongoing industry-wide challenges in attracting women into entry-level technical and operational roles. Many of our female employees occupy more senior positions in our Head Office which is based in the UK which would explain the increase seen in the Upper quartile compared to the rest of the headcount.

ESP Global Services remains committed to reducing structural imbalance and supporting balanced representation across all levels of the organisation. Our focus areas include:

- Strengthening early-career and entry-level attraction strategies
- Embedding succession planning and career pathing across the business
- Continuing to invest in development opportunities to support progression
- Reviewing gender representation trends annually to track progress

Progress against these focus areas will be reviewed annually as part of our wider people and workforce planning cycle. These actions form part of our broader talent and workforce strategy, with regular oversight at leadership and Board level.

Our 2025 results reflect both the opportunities and challenges within our workforce composition. We remain committed to creating a balanced, inclusive organisation where talent can thrive at every level.

Declaration

We confirm that the information and data contained in this report is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations, based on the snapshot date of 5 April 2025.



Mike Harling
Chairman



Amanda Childs (Apr 9, 2026 14:40:02 GMT+1)

Amanda Childs
Chief People Officer