

2025 UK Gender Pay Gap Report

At Darktrace, we are committed to building a workforce where everyone can innovate, lead, and thrive. We work to ensure equal access to opportunity across technical roles, leadership, and career progression, and we actively promote a culture that values difference and removes barriers to inclusion.

Diverse teams with employees from all backgrounds drive better ideas, stronger decisions, and sustained innovation - critical to our success. Our ambition is for our workforce to reflect the diversity of the communities we operate in and the customers we serve, at every level of the organisation.

We are biased toward action. Our focus is on building fair, consistent, and transparent processes across the entire employee journey, from hiring and development to performance and reward, to drive lasting progress in gender diversity.

UK Gender Pay Gap Report

This report sets out Darktrace's UK Gender Pay Gap data for 2025, in line with UK reporting requirements for employers with 250+ employees. We see this as an important opportunity to track progress, build accountability, and identify where further action will have the greatest impact.

This data shows the snapshot position as of April 2025 and highlights activities both in the lead up to this date and steps taken since.

UK employees gender split

	April 2025	April 2024
Male	596	567
Female	288	293
Total	884	860
% women	33%	34%

Gender Pay Gap (Hourly Pay)

The mean gender pay gap reflects the difference in average hourly pay between men and women, regardless of role or level. The median gender pay gap represents the difference between the midpoint of male and female hourly pay.

1.8% ■ Mean gender pay gap, down from **5.4%** in 2024

11.8% ■ Median gender pay gap, down from **15%** in 2024

These improvements reflect progress in workforce composition and are below the UK national average of 12.8% (Office for National Statistics).

Pay gap calculations are based on hourly pay as of the April 2025 snapshot date and include commission. As a sales-influenced organisation, results can fluctuate year to year depending on performance outcomes and deal timing for commission payments.

Bonus Pay Gap

Bonus pay gaps vary due to the performance-based nature of bonuses and commission structures. It also includes equity vesting during the year from when we were a publicly listed company.

4.8% ■ Mean bonus pay gap, up from **-1.6%** in 2024

19.5% ■ Median bonus pay gap, up from **12.2%** in 2024

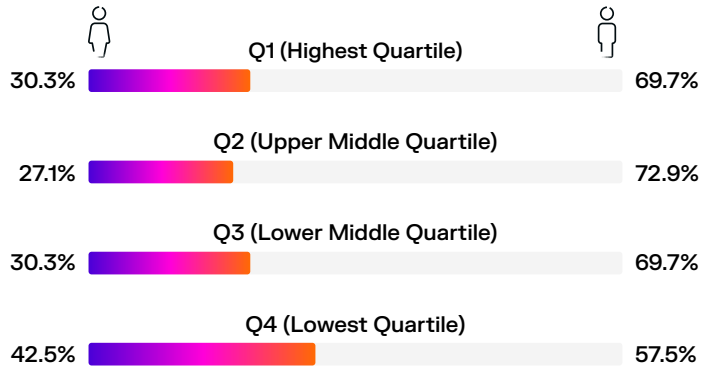
Bonus participation male/female

80.7% / 87.7%

2024: 83.2% / 88.7%

Variations in bonus gaps reflect the performance-based nature of commission and incentive plans and the timing of deals, rather than differences in eligibility or access to bonus schemes. Bonus participation remains high for both men and women, indicating consistent access to variable pay opportunities across genders.

Pay Quartiles (Hourly Rate)



The higher concentration of men in the upper quartiles continues to be the primary driver of the median pay gap.



Darktrace's Level 1 and 2 leadership team in the UK is 35% female, compared with 33% in the overall UK population demonstrating a higher than average representation of women at senior levels.

2025

67 33

Actions Underway

Through 2026, we continue to focus on actions that address the structural drivers of gender pay gap:

- 01 Reward frameworks** – We continue to refine our compensation benchmarking methodology and pay review processes in line with the evolution of our job architecture to ensure fairness and equity in pay decisions.
 - Our biannual merit review cycle is now embedded which encourages a consistent and holistic approach to salary decisions across teams,
 - Our global levelling framework and job architecture structure allows us to categorise all our roles based on skills, scope and impact, and ensure people are being considered fairly against their closest peers, as well as providing comprehensive benchmarking data.
- 02 Leadership and progression pipelines** - Expanding regionally and functionally tailored management development programmes to support broader representation at senior levels across the business.
- 03 Inclusive hiring and employee-led inclusion** - Strengthening objective, skills-based hiring practices and continuing to support employee resource groups (ERGs) for wider engagement and belonging.

Darktracers Perspective

Views from Darktracers on continued progress and what stands out to them.

Hiring - Evolving Our Approach

“Our objective, competency-based hiring framework ensures clarity, transparency, and accountability in hiring decisions. Via consistent candidate assessments across role-based criteria, an individual’s potential to succeed, and their unique approach to work - we reduce bias and create equitable pathways into high-impact roles.”

■ **Matt Hann**
VP of Talent

Career progression and Learning

“Our career framework – developed during the latter half of 2024 and embedded during early 2025 - provides clarity on the skills required to progress, and our Manager Curriculum equips leaders at all levels to help their teams thrive and reach their potential. These initiatives promote equal access to learning, transparency on career advancement and the support employees need to develop their skills.”

■ **Sarah Bright**
Head of Learning and Development

Managers report a 35% increase in their preparedness to step into their leadership role after participating in our manager development programme

Family & Life Transitions

“During my leave, I received continuous support from my team, my manager, and the HR department. Being promoted at the start of my maternity leave demonstrated a clear commitment to supporting progression. I truly feel that the company values employees at every stage of their lives and careers.”

■ **Karolina Firlej**

Global Payroll Manager

We have achieved a 100% return rate for women coming back to work from maternity leave in the last financial year, supported by flexible working options and a focus on career development and promotion.

Reward

“The combination of our job architecture, benchmarking and merit cycle initiatives in 2025 has provided our managers with solid foundations for an increasingly data driven approach to salary decisions.

In the latter half of 2025, we also made fundamental changes to the design of our variable incentive programmes, to ensure consistency, transparency and equality of opportunity across our bonus, commission and recognition programmes.”

■ **Becky Munns**

VP Reward & Benefits

Enablement

“Over the last year, we’ve intentionally built structured onboarding, transparent learning pathways, standardized process and job training, and built manager coaching frameworks that reduce subjectivity in performance evaluations, advancements, and daily interactions.

By investing in consistent skill development and training and clear expectations across roles and regions, we remove reliance on bias driven progression in any go to market roles.”

■ **Michelle Afshar**

SVP Enablement



■ **About Darktrace**

Darktrace is a global leader in AI cybersecurity that keeps organizations ahead of the changing threat landscape every day. Founded in 2013 in Cambridge, UK, Darktrace provides the essential cybersecurity platform to protect organizations from unknown threats using AI that learns from each business in real-time. Darktrace's platform and services are supported by 2,300+ employees who protect nearly 10,000 customers globally. To learn more, visit www.darktrace.com.