

colt

2025
**GENDER
PAY GAP
REPORT.**

» COMMENT FROM OUR CEO

Our commitment to diversity, equity and inclusion continues to shape how we grow as a business.

Gender balance remains a clear priority. We know that improving gender representation, particularly at senior levels, strengthens decision-making, innovation, and long-term performance.

Our gender action plan sets out the actions we are taking to attract, retain, and develop talented women, strengthen our leadership pipeline, and support long-term, sustainable progress.

In 2025, we have delivered against this plan, improving the overall representation of women business-wide and in senior roles.

We have focused on embedding inclusion and equity throughout our employee lifecycle and this will continue, with an emphasis on inclusive leadership and embedding our behaviours: Grow, Align and Deliver.

Employee feedback continues to inform our approach, reinforcing the importance of belonging, trust, and equal opportunity to progress.

Two key initiatives have been the launch of Lean In Circles, creating peer-led spaces for connection, support, and development across the business, and our partnership with Women on Boards to support women aspiring to senior roles.

Looking ahead to 2026 and beyond, we remain committed to building on this progress. Our focus will be on sustaining momentum, embedding what works, and continuing to hold ourselves accountable for creating a workplace where women can thrive at every stage of their careers.

Keri Gilder
Chief Executive Officer

» OUR 2025 DATA



PAY GAP (MEAN)
17.6% 2025 **17%** 2024

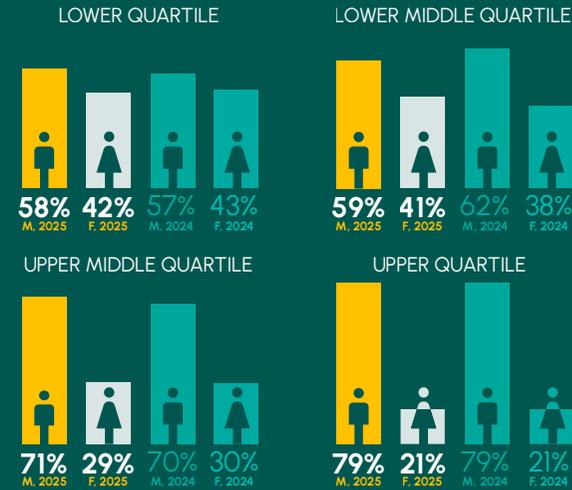
PAY GAP (MEDIAN)
23.9% 2025 **25%** 2024



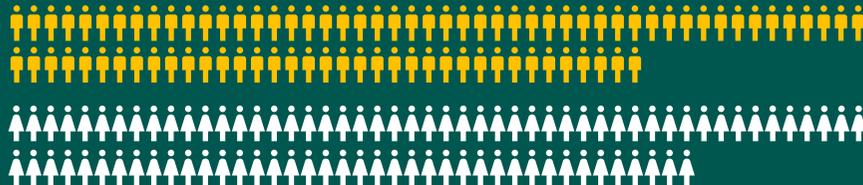
BONUS GAP (MEAN)
-35.62% 2025 **-30.17%** 2024

BONUS GAP (MEDIAN)
36.15% 2025 **30.13%** 2024

% OF MALE & FEMALE IN EACH QUARTILE



% OF MALE & FEMALE RECEIVING BONUS PAY



87.5% OF MALES RECEIVED BONUS PAY
89% M, 2024

90.7% OF FEMALES RECEIVED BONUS PAY
90% F, 2024

TOTAL GENDER DISTRIBUTION - UNITED KINGDOM



Insights

Within our UK workforce, female representation has continued to grow for a third consecutive year. Since 2022, we have also delivered a 5% uplift in the number of women receiving a bonus, driven by deliberate and sustained interventions across the employee lifecycle.

As of the April 2025 reporting snapshot, our mean gender pay gap rose by 0.6%, signalling a slight increase in average pay differences. Conversely, our median gender pay gap reduced by 1.1%, highlighting an improvement in typical pay levels between women and men.

The widening of our mean gender pay gap is attributable to changes in the pay quartiles. While representation of women increased by 3% in the lower middle quartile, indicating a positive shift at this level, representation decreased slightly in the lower quartile.

Our mean bonus gap favoured women due to a small number of senior female leaders whose remuneration sits at the higher end of our UK population. As a globally distributed business, our executive leadership team is split across regions, with several female executives based in the UK and male leaders located internationally. This geographic distribution has a material impact on the UK bonus data and needs to be considered within this context.

The median bonus gap favoured men, showing that male employees typically received higher bonus amounts. This is due to the higher number of men in sales roles within our UK operation, where bonus structures are more heavily weighted towards variable pay.

Fluctuations in our pay gap data are also influenced by the continued integration of Lumen EMEA, following the 2023 acquisition of this business. This integration activity is ongoing and will continue to shape our data over the next 18 months.

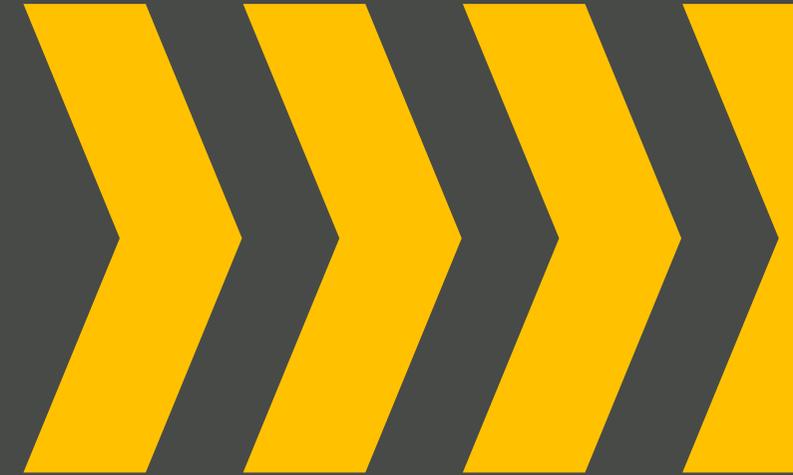
We are dedicated to ensuring fair and equitable pay for all our people. We will continue to advance the initiatives and systemic improvements required to narrow the gender pay gap and create lasting, positive change.

» MOVING IN THE RIGHT DIRECTION

Gender balance remains a key tenant of our diversity, equity and inclusion strategy. Over the past year, we have continued to strengthen gender balance across Colt, with a clear focus on the representation and progression of women, particularly at senior levels, while embedding inclusive leadership and practices that support long-term success.

Things to be proud of:

- Strengthened gender balance globally, including progress at senior levels.
- Embedded consistent recruitment practices achieving an Inclusive Hiring accreditation.
- Increased visibility of women role models through internal and external campaigns
- Engaged 100 women through Lean In Circles and our award-winning Embrace Programme.
- Partnered with Enter the Boardroom to accelerate women's career progression.
- Expanded Aspire2Tech with two new cohorts supporting women into tech careers.
- Introduced Women's Health Champions and strengthened understanding of menopause at work.
- Celebrated young female talent through our Women in STEM initiative.
- Published research on the impact of AI on women in telcos, sharing industry recommendations.



"By ensuring fair opportunity, belonging and representation, we create an environment where people feel respected, supported and able to progress. This is fundamental to helping everyone contribute fully and thrive throughout their careers at Colt."

Catherine Leaver
Chief People Officer

» AND WE WILL DO MORE

The evidence is clear: businesses with more women in leadership benefit from greater innovation, healthier cultures, and stronger performance. We continue our work to build on the progress we have made, embedding inclusive practices and supporting the progression and wellbeing of women.

Some upcoming activity includes:

- Embed inclusive manager practices across the employee lifecycle, supported by behavioural nudges.
- Build on mentoring, development and leadership initiatives.
- Continue engagement forums such as Women@Tech and One Tech World.
- Expand programmes that support women's wellbeing across different life stages.
- Continue working across employee groups to support women from all backgrounds.
- Strengthen internal and external collaboration to share learning and support gender balance.
- Support early-career and future female talent through education and outreach.

»» OUR WOMEN

We are proud to have a gender balanced Executive Leadership team and we support women's careers at all levels of our business. Here are some of Colt's women.



"My role means I am trusted to lead relationships and inform key industry analysts on Colt's strategy. Our company values authenticity and growth. Colt has made me feel heard, supported and empowered. A company culture that has meaningful impact on its employees, means in return, meaningful impact on the work we do'.

Mikaela Rego
Analyst Relations Specialist



"I joined Colt because of its strong focus on innovation, values, and people. I've found colleagues to be welcoming and supportive, with opportunities to get involved in meaningful projects. As Director of Customer Delivery, I collaborate across teams and geographies to streamline processes and improve experiences for Colties and ensure we deliver critical services to our customers on time and efficiently. It's people who drive a business forward and Colt's leaders empower colleagues to do just that."

Anne Beauchamp
Director of Customer Delivery



"Being new to Colt, I've found the culture refreshing, inclusive, and empowering, which encourages people to be bold and push boundaries. As Chief Security Officer, my role is fast paced, challenging, and rewarding, as we protect our customers and the digital infrastructure that society relies on. One of my biggest learnings has been getting comfortable with being uncomfortable – something I wish I'd done sooner – as embracing challenge is what builds confidence and drives progress."

Rachael Todd
Chief Security Officer



"What I value most at Colt is the chance to learn and grow while contributing to meaningful sustainability progress. Working with caring, dedicated colleagues across regions and teams makes even the complex parts of ESG work worthwhile and reinforces our shared belief that, together, we can create positive change."

Aminata Hankö
ESG Reporting and Insights Manager

» MORE INFORMATION

You can read more about gender pay reporting on the government website:

www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers/overview



Keri Gilder
Chief Executive Officer



Caroline Griffin Pain
Chief Legal Officer



Catherine Leaver
Chief People Officer