

Gender Pay Gap Report 2025

Clarity is committed to creating a fair, inclusive and equitable workplace. We believe that diversity of thought and experience strengthens our business and supports better outcomes for our people and our customers. Gender Pay Gap reporting helps us to understand our workforce profile and ensure our reward and progression practices continue to support equality of opportunity.

This report presents our gender pay gap data as at 5 April 2025, in line with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations.

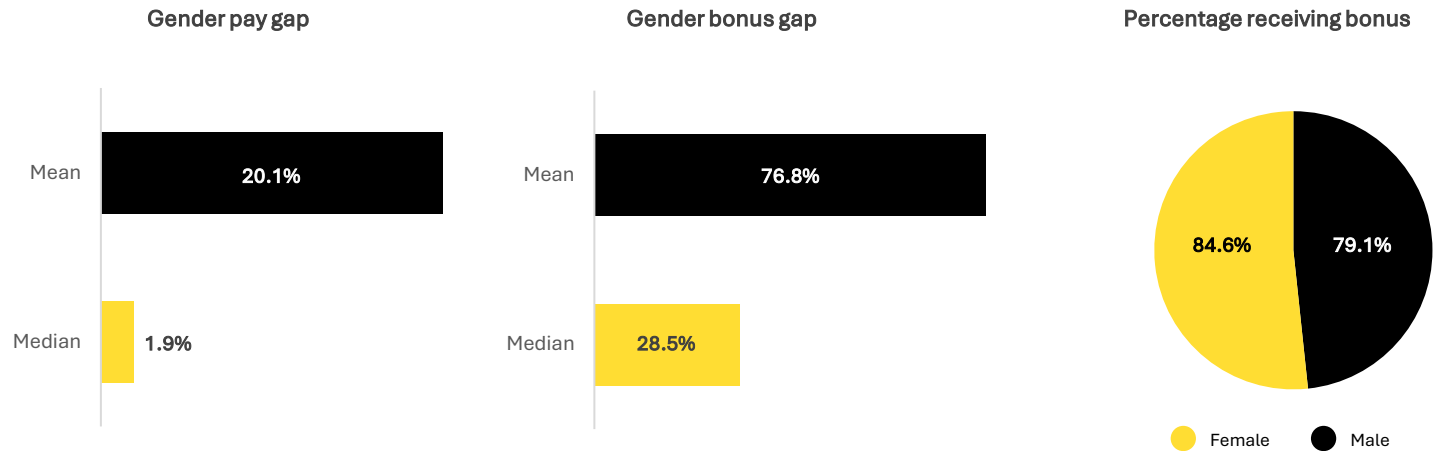
As we continue our integration journey of two businesses coming together (Clarity and Agiito) our payroll for this reporting period is separated. There are two reports for each payroll, Clarity and Agiito.

Clarity

Understanding the gender pay gap

The gender pay gap shows the difference in average earnings between women and men across the organisation, regardless of role or level. It is different from equal pay, which concerns whether women and men are paid the same for performing the same or similar work.

A gender pay gap does not indicate pay discrimination; rather, it reflects workforce structure, role distribution and reward composition.



Pay gap analysis

The median gender pay gap of 1.9% is low, indicating that women and men in comparable positions at the midpoint of the organisation are paid at similar levels. This suggests that Clarity's approach to base pay is fair and consistent across roles.

The higher mean pay gap of 20.1% reflects the impact of a smaller number of higher-paid roles, where pay levels are significantly above the organisational average. This difference between the mean and median indicates that the pay gap is influenced by pay distribution rather than widespread differences in pay for comparable work.

Bonus pay

Bonus payments account for the most significant gender pay differences in 2025.

While a higher proportion of women than men received a bonus, the average value of bonuses paid to men is higher, particularly at the upper end of the pay range. This results in a large mean bonus gap.

This outcome reflects the concentration of variable pay in certain senior and specialist roles, where bonuses form a higher proportion of total reward. These roles are currently more likely to be held by men, which impacts overall average bonus figures.

Pay quartiles

Women make up the majority of employees across all four pay quartiles, including the upper quartile. This demonstrates strong representation of women throughout the organisation.

However, within the highest-paid quartile, a smaller number of senior roles with the highest total remuneration continue to be disproportionately occupied by men. This contributes to the overall mean pay and bonus gaps, despite balanced representation across quartiles.

Key drivers of our gender pay gap

Our 2025 results indicate that the gender pay gap at Clarity is primarily driven by:

- The distribution of senior and highest-paid roles
- The design and scale of variable pay at the top of the organisation
- The impact of a small number of high-value bonuses on average pay calculations

There is no evidence of systemic unequal pay between women and men performing comparable roles.

Our ongoing focus

Clarity remains committed to reducing our gender pay gap and sustaining equitable pay practices. Our focus areas include:

- Continuing to promote balanced progression into senior and specialist roles
- Reviewing bonus governance and reward frameworks to ensure transparency and fairness
- Supporting leadership development and succession planning that encourages diversity at the most senior levels
- Maintaining robust processes for pay review and role evaluation

We recognise that progress requires sustained action and we will continue to monitor and review our data annually.

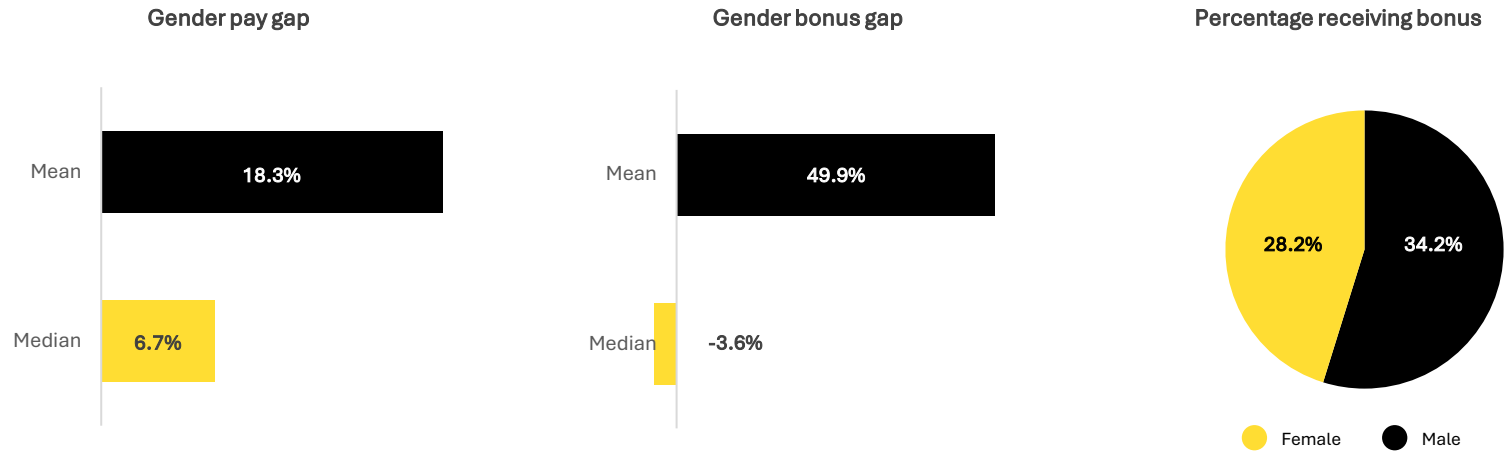
Declaration

I confirm that the gender pay gap data contained in this report (Clarity) is accurate and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations.



Jane Harrington
Chief People Officer

Agiito



Pay gap analysis

The median gender pay gap of 6.7% indicates a difference in pay at the midpoint of the organisation. This suggests that structural factors such as role distribution, job level progression and pay positioning influence gender pay outcomes for a broad group of employees.

The mean pay gap of 18.3% reflects higher average pay for men overall, driven in part by a smaller number of higher-paid roles. The difference between mean and median highlights that while the gap is influenced by senior roles, it is not limited solely to the very top of the organisation.

Agiito regularly reviews pay structures to ensure that pay is fair, consistent and aligned to role requirements and contribution.

Bonus pay

Bonus outcomes show a more nuanced picture. While Agiito reports a mean bonus gap of 49.9%, the median bonus gap is -3.6%, indicating that at typical bonus levels, women receive bonuses that are broadly comparable to or slightly higher than men.

The difference between the mean and median is driven by a small number of higher-value bonus payments, generally associated with senior or specialist roles where variable pay forms a greater proportion of total reward. These payments disproportionately affect average (mean) calculations.

Bonus participation is relatively selective overall, with men more likely than women to be in bonus-eligible roles, which also contributes to differences in total earnings.

Pay quartiles

Women are well represented across the organisation and form the majority in all four pay quartiles, including the upper quartile. Representation increases toward the lower quartiles, reflecting the current workforce mix.

While this demonstrates strong representation, quartile analysis measures headcount rather than pay levels within quartiles. A small number of the highest-paid roles, which have a significant impact on average earnings and bonus outcomes, continue to be more likely to be held by men.

Key drivers of our gender pay gap

Our 2025 gender pay gap results are primarily driven by:

- Distribution of higher-paid and bonus-eligible roles
- Concentration of higher-value bonuses at senior levels
- Progression patterns and job architecture within the organisation

There is no evidence of systemic unequal pay between women and men performing comparable roles.

Our ongoing focus

We are committed to progress and continue to focus on actions that support balanced outcomes over time, including:

- Supporting progression into senior and specialist roles
- Reviewing reward and bonus governance to ensure fairness and transparency
- Monitoring pay and bonus outcomes annually
- Embedding inclusive talent and succession planning practices

We recognise that closing the gender pay gap is a long-term commitment and we remain focused on continuous improvement.

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Jane Harrington
Chief People Officer