

Gender Pay Gap Report

2025

Introduction

At Journeycall, Part of The ESP Group, we are committed to fostering a culture of equality, transparency and inclusion, where everyone feels supported and empowered to succeed. Creating a workplace that values diversity and promotes fairness is fundamental to how we operate and how we support our people.

This Gender Pay Gap Report, based on data from the April 2025 snapshot, reflects our ongoing commitment to understanding the factors that influence pay differences within our organisation. The gender pay gap measures the difference in average earnings between men and women across the workforce. It is not the same as equal pay, which relates to men and women being paid the same for performing the same or equivalent work. Rather, the gender pay gap highlights the distribution of men and women across different roles and levels within an organisation.

We recognise the importance of transparency in driving meaningful change. By publishing this report, we aim to provide a clear view of our current position and demonstrate our continued commitment to building a fair and inclusive workplace.

We remain focused on taking meaningful action to support career development, encourage inclusive leadership, and address barriers that may impact progression opportunities. Achieving greater gender balance across all levels of our organisation is an ongoing journey, and we are committed to making progress through thoughtful action and continuous improvement.

About the Data

The data used to calculate our Gender Pay Gap has been taken from employees across all areas of the business, regardless of their role. This includes roles ranging from Customer Service Advisors within our Contact Centre and Support Services and Fulfilment bureau, to our Learning and Development and Operational Management teams.

Calculations have been carried out based on the 'snapshot date' of 5th April 2025, in line with Gender Pay Gap regulation requirements.

Gender Pay Gap

The Gender Pay Gap illustrates any difference between the gross hourly earnings for males and females. Expressed as a percentage, this shows that, although paid equally, certain varying factors have an impact, creating the gap.

The Data

Gender Pay Gap is calculated as both a mean and median percentage. The mean calculation shows the average hourly rate of pay for all employees. The median calculation shows the middle point of hourly rate of pay when all rates for each gender are listed from lowest to highest. The median provides an accurate representation of gender pay gap, more so than the mean as it is less skewed by outlier figures i.e. those in specialist or Management roles who have higher earnings than the majority of employees.

Mean Gender Pay Gap 2.1%

Median Gender Pay Gap 0%

The mean pay gap is small and reflects minor variations across roles. The median pay gap of 0% shows that the typical male and female employee earns the same, demonstrating a broadly balanced pay structure.



Overall Pay Distribution

The data is also split into quartiles, each of which represents the varying pay bands in the business and each containing an equal number of employees. For example, upper quartiles represent higher paid, higher responsibility roles and lower quartiles represent lower paid, less senior roles.

	Male %	Female %
Upper	54	46
Upper Middle	49	51
Lower Middle	44	56
Lower	50	50
Overall	49	51

The overall distribution highlights a near-equal gender balance across the organisation. Across all quartiles, women are well represented at all pay levels including in senior and higher-paid roles, supporting the relatively small mean pay gap (2.15%) and a median pay gap of 0%. This demonstrates that Journeycall continues to offer fair opportunities for career progression regardless of gender.



Bonus Pay Gap

The bonus pay analysis considers the proportion of employees receiving a bonus and the difference in average bonus payments between male and female employees over the 12 months preceding the April 2025 snapshot.

Percentage of Employees Receiving a Bonus

- Males: 7.1%
- Females: 5.8%

A slightly higher proportion of male employees received a bonus, reflecting the structure of certain incentive schemes within the organisation.

Mean Bonus Pay Gap

- 30.9% in favour of male employees

The mean bonus gap is primarily influenced by a sales commission awarded to a male Business Development Manager, which represents a larger bonus payment relative to other roles.

Median Bonus Pay Gap

- 0%

The median bonus gap shows that the typical male and female employee receiving a bonus earned the same amount. This reflects equitable bonus arrangements for the majority of employees.

While the mean bonus gap appears relatively high, this is driven by specific one-off incentive payments rather than a systemic imbalance in reward practices. Median bonus pay is equal for men and women, and Journeycall remains committed to ensuring fair and transparent reward structures, with all employees eligible for incentives appropriate to their role.

Understanding the Gender Pay Gap

Data analysis for the April 2025 snapshot shows a mean gender pay gap of 2.15% in favour of male employees and a median pay gap of 0%, both well below the national average of 7% (Office for National Statistics, 2025). These results reflect a workforce where men and women are broadly equally represented across all pay levels and roles.

We continue to implement gender-neutral recruitment processes and are recognised by employees and partners for our family-friendly, flexible working culture. Continued investment in technology and ongoing business growth allow us to offer opportunities for remote and flexible working, supporting our commitment to an inclusive workplace.

Journeycall maintains established partnerships with local education and employability providers, enabling us to promote career opportunities to young people and underrepresented groups. All new employees receive equality, diversity, and inclusion training, and we maintain a cross-Company matrix of employees' education and qualifications, ensuring that existing staff have early access to new opportunities.

Our internal career progression pathways serve as a robust succession planning tool. Many employees progress into Support or Managerial roles through Personal Development Plans, secondments, or internal recruitment programmes. We regularly audit all processes, reporting trends and updates at monthly Senior Management and Board meetings.

To strengthen inclusivity and transparency, we have enhanced our employee engagement and communication processes, helping drive positive change and ensuring our people framework remains inclusive, transparent, and collaborative. Overall, these practices contribute to equitable pay and opportunity, underpinning the minimal gender pay gap reported for 2025 and demonstrating our ongoing commitment to a fair and inclusive workplace.

Concluding Remarks

We are pleased to report a gender pay gap well below the national average. Alongside a female-majority Board of Directors. Our ongoing initiatives to promote inclusivity, including flexible working, career development pathways, and targeted support for leadership progression continue to create meaningful opportunities for women to advance within the business.

We acknowledge that the slight skew in the mean pay gap, quartile distribution, and bonus pay gap is influenced by the higher number of male employees overall and the concentration of men in technical and sales-based roles. We remain committed to addressing these factors over the coming year, ensuring that all employees have equal opportunities to develop and progress into typically male dominated areas, and reinforcing our broader inclusivity strategy.

I confirm that the Gender Pay Gap data set out in this report is accurate and in line with current regulatory requirements.

ESP Group Chief Executive Officer



Ashley Meston

9th March 2026

