



# Gender Pay Gap Report 2025

## Introduction

At Journeycall, Part of The ESP Group, we are committed to fostering a culture of equality, transparency, and diversity—where everyone feels empowered to thrive. This commitment drives us to be open about the challenges we face and the progress we are making in creating a more inclusive workplace.

This Gender Pay Gap Report reflects our dedication to understanding and addressing the factors that contribute to pay disparities. While the gender pay gap is a measure of the difference in average earnings between men and women—not an indication of unequal pay for equal work—it serves to highlight disparity and enables us to commit to address this.

We know that transparency is essential to building trust and driving change and by sharing this report, we reaffirm our responsibility to ensure fair opportunities for all employees. We are focused on meaningful actions that make a real difference—supporting career growth, promoting inclusive leadership, and challenging barriers that hold back progress. Achieving true gender equality is a journey, and we are dedicated to advancing with purpose and integrity every step of the way.

## 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 5<sup>th</sup> April 2024, 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

The 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 **1.8%**

Median Gender Pay Gap **0%**

## Overall Pay Distributions

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.

	<b>Males %</b>	<b>Females %</b>
Upper	61	39
Upper Middle	47	53
Lower Middle	50	50
Lower	51	49

An overview of our annual data trends demonstrates that, whilst on the whole there is a nominal pay gap between males and females, there is opportunity for us to ensure we maintain an even distribution of males and females across all four quartiles of our pay structure to further balance out any differences.

## Understanding The Gender Pay Gap

Data analysis shows that the gap of 1.8%, is positive in comparison to the national average of 7% (Office of National Statistics, 2024).

We continue to implement a gender-neutral recruitment process and are recognised by our existing employees and partners for our family friendly, flexible working policies and culture. Recent legislative changes have ensured that we are able to continue to implement flexible working as standard and investment in technology along with business growth have increased opportunities for remote working and the flexible working practices afforded by that operating model. We also maintain established partnerships with local education and employability providers which enable us to promote career opportunities to young people and underrepresented groups.

In addition to this we provide all new recruits with equality, diversity and inclusivity awareness training and also maintain a cross-Company matrix of our employee's education and qualifications in order that our existing employees have the first chance at new opportunities. Our internal progression pathway serves as a robust and diverse succession planning tool, with many existing team members moving into Support and Managerial roles via successful delivery into Personal Development Plan's, secondments or internal recruitment programmes.

We also regularly audit all our processes; reporting and discussing trends and change at monthly Senior Management and Board meetings. Further to this, we have introduced a peer review element to internal audit schedule which involves a sample group of employees in the audit, allowing them to feedback on Company policy and process and affect positive change, ensuring that our people framework is inclusive, transparent and collaborative.

## Bonus Pay Gap

Our reported bonus pay gap is 31.2%, however note that at the snapshot date, the Company had introduced a business wide reward and recognition incentive, where two employees per month are awarded a bonus in recognition of their contribution. Data related to commission payments was also accounted for. We are confident that our 2025 – 2026 report will demonstrate a far reduced gap where more data is available for inclusion.

## Concluding Remarks

We are pleased to present a Pay Gap below the national average, noting a female majority Board of Directors, alongside the other actions taken to drive progress contributes positively in this aspect of our inclusivity strategy, particularly around the opportunities for females to develop into a leadership role within our business. We recognise that a higher number of male employees within the business overall and technical and sales-based roles presently being male dominated, attribute to the slight skew in mean, quartile distribution and bonus pay gap data, which we are committed to addressing over the coming year.

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

