

Clear
Business

**Gender Pay Gap
Report 2025**

A message from **Lee Hull**, CEO



I'm pleased to share the **Clear Business Gender Pay Gap Report** for **2025**, which reflects our gender pay data as of April 2025.

This year's report shows **continued progress across almost all of our key measures**, and I'm overjoyed by the positive direction of improvements we're seeing across the business.

Our **median and mean gender pay gaps have reduced to 5.7% and 7.5% respectively**, both of which remain **well below the national average**. We have also seen improvements in representation across our pay quartiles, with a **reduction in the proportion of females in the lower quartile and an increase in female representation in the upper quartile**.

In addition, both our **median and mean bonus gaps have reduced year-on-year**, reflecting our ongoing focus on fairness, transparency and consistency in reward decisions.

These improvements have not happened by chance. Over the past year, we have continued to strengthen our people processes and invest in equipping our managers with the tools, knowledge and confidence to support gender diversity at every stage of the colleague lifecycle.

We also continue to listen closely to colleague feedback, which consistently highlights the importance of flexibility, wellbeing and support in balancing personal and working lives. I'm proud of the benefits and working practices we offer that support our colleagues to thrive, particularly those with caring and family responsibilities.

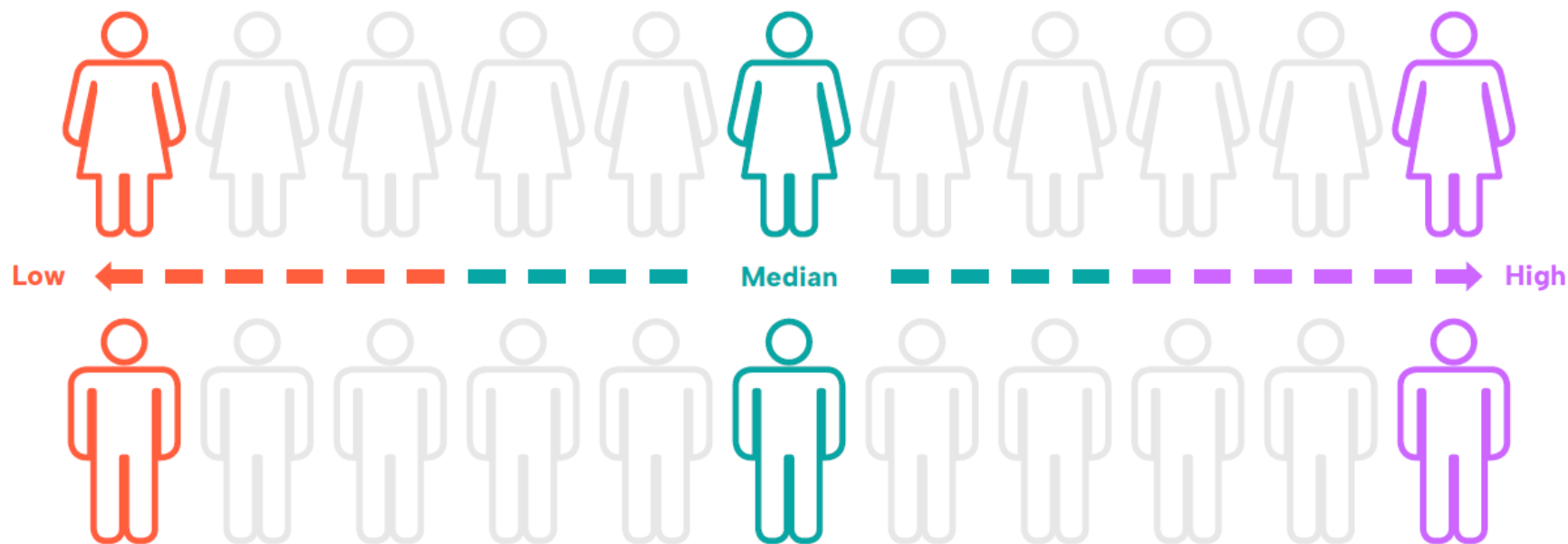
I was also delighted to take part in this year's International Women's Day celebrations and our **Women in Clear Business** event, which provided an opportunity to reflect on the progress we've made and to reinforce our ongoing commitment to equality, diversity and inclusion.

As ever, this report provides valuable insight into where we are today and where we can continue to improve. We remain committed to creating an inclusive environment where everyone has the opportunity to succeed.

Kind regards

A handwritten signature in black ink that reads "L R Hull".

What is a Gender Pay Gap and how is it calculated?



What is a median calculation?

Imagine if all the employees formed a male line and female line in hourly wage order. The person in the middle of those two lines would have the median salary. 50% of employees earn more, and 50% earn less.

What is a mean calculation?

Add up the salaries of a gender and divide by the number of individuals of that gender. This is what is generally accepted as 'the average'.

What is the pay gap?

Men and women take on different roles within the company and because of the differing mix of salary for the roles and the number of males and females doing those roles, a Gender Pay Gap can emerge.

How is the Gender Pay Gap measured?

The Gender Pay Gap is the difference in the average hourly rate of pay between males and females. This is done on a median and a mean basis.

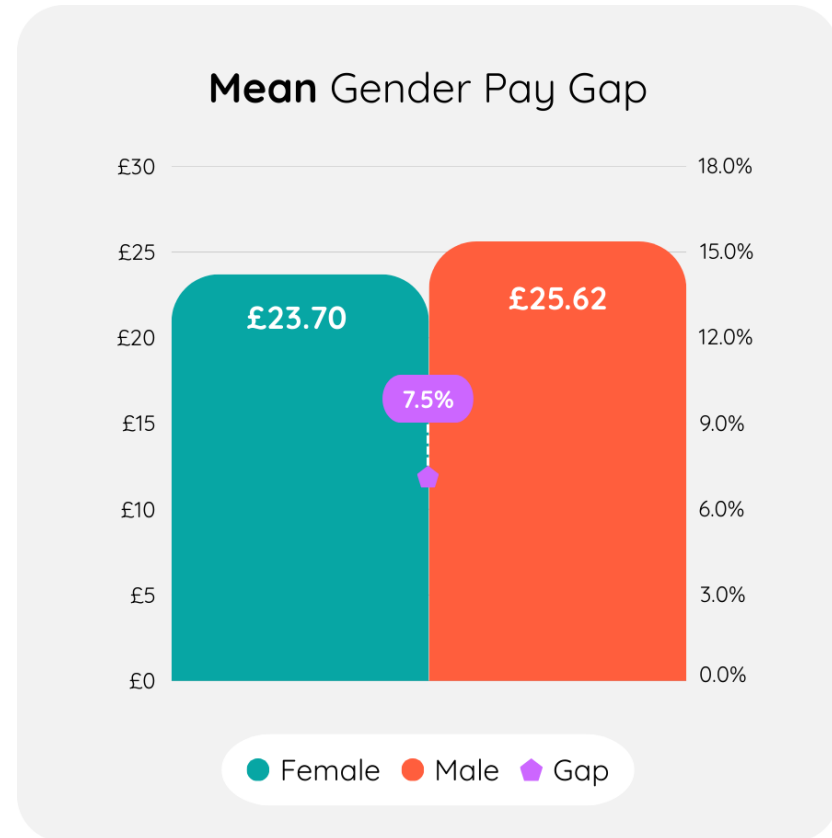
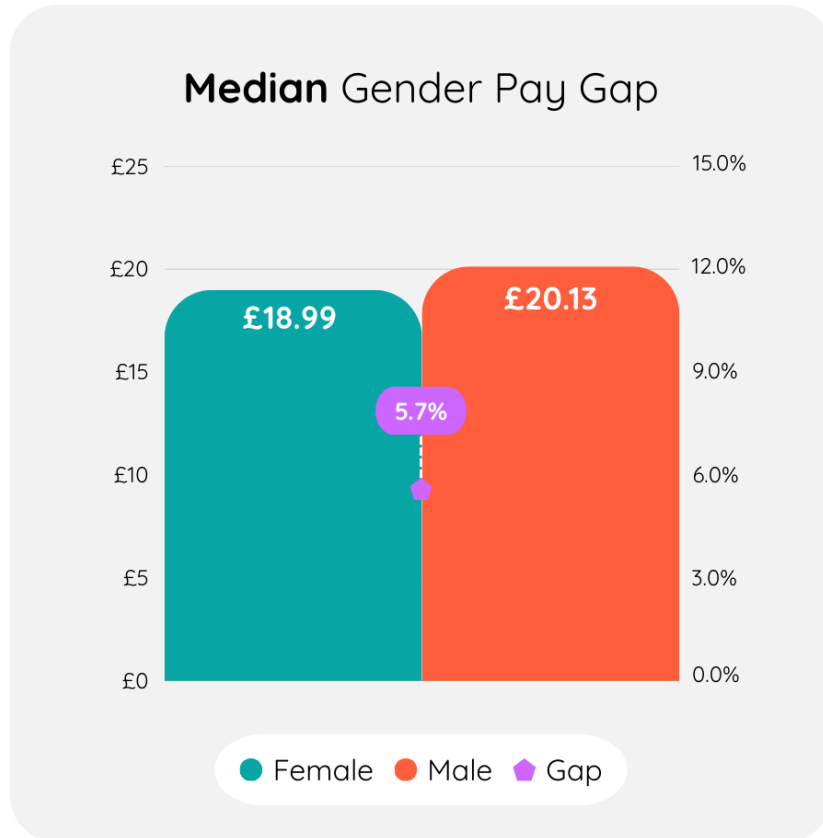
How are the pay quartiles calculated?

Pay quartiles are calculated by ranking rates of pay from lowest to highest and dividing those rankings into four equal-sized groups, calculating the percentage of how many males and females are in each.

How are the bonus figures calculated?

Bonus pay is calculated using the proportion of males receiving a bonus payment and the proportion of females receiving a bonus payment in the snapshot period.

Our results: Gender Pay Gap

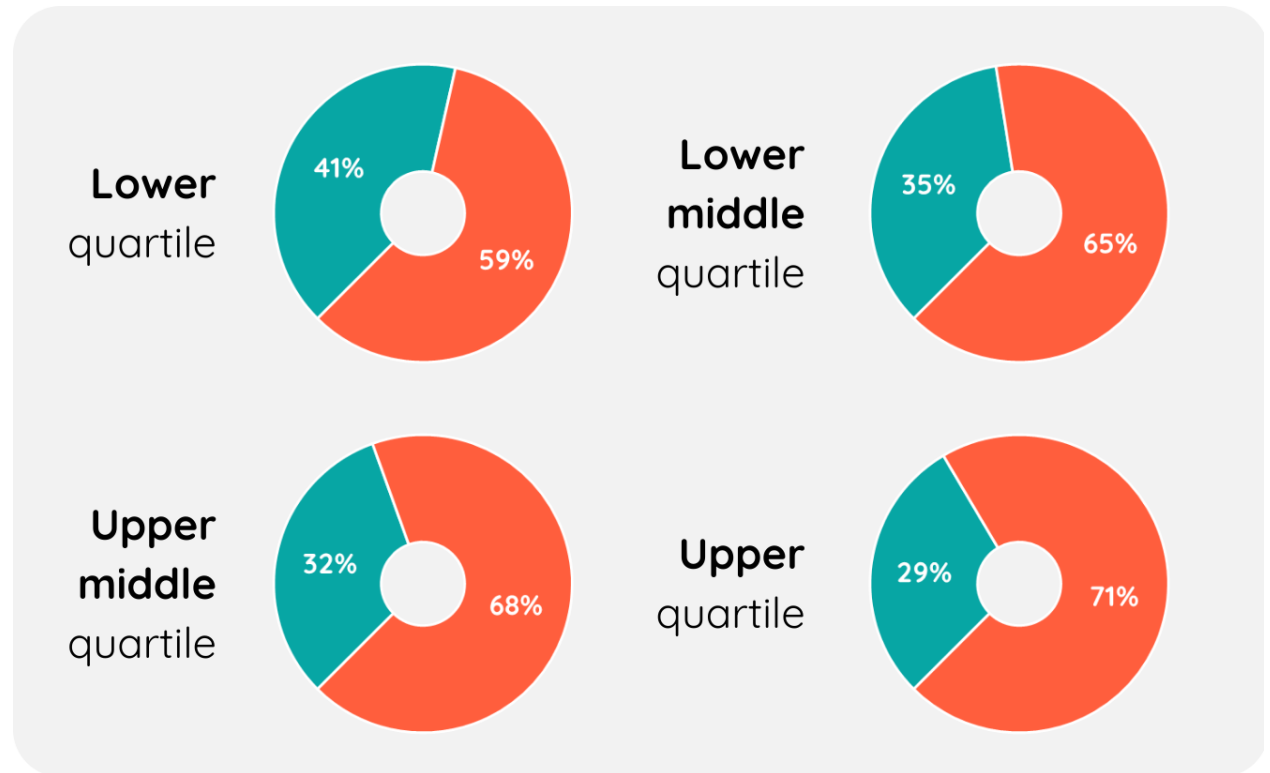
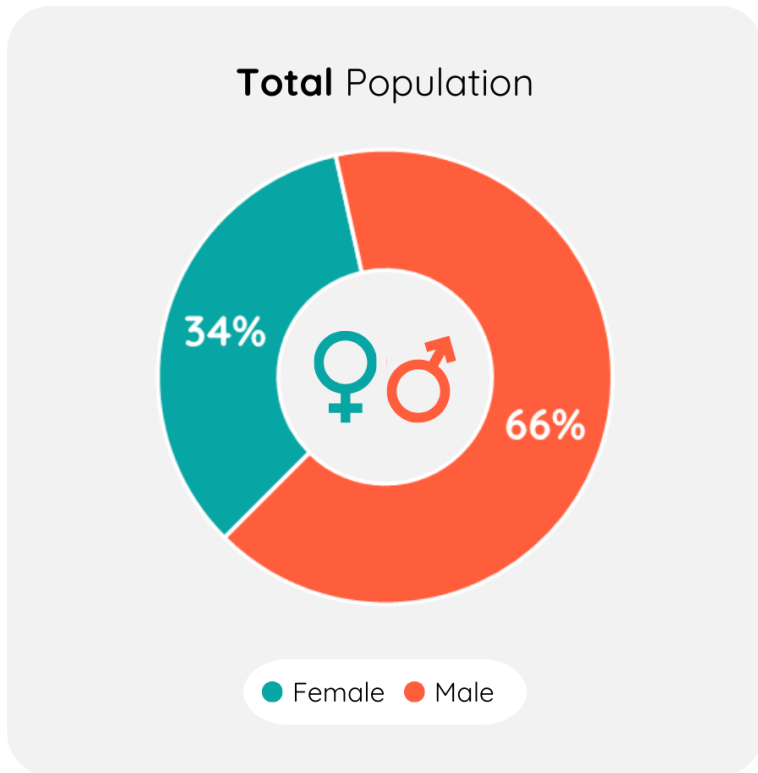


Clear Business has a **median gender pay gap of 5.7%**, representing a continued improvement from last year and remaining **significantly below the national average of 12.8%** (*ONS, Gender Pay Gap in the UK 2025*).

Our **mean gender pay gap has also reduced to 7.5%**, further demonstrating the progress we are making in closing the gap.

These results reflect our sustained focus on gender equality across the colleague lifecycle - from attraction and hiring, through development and progression, to reward. While we recognise there is more work to do, we are encouraged by the positive momentum and remain committed to reducing the gap further over time.

Our results: Pay Quartiles

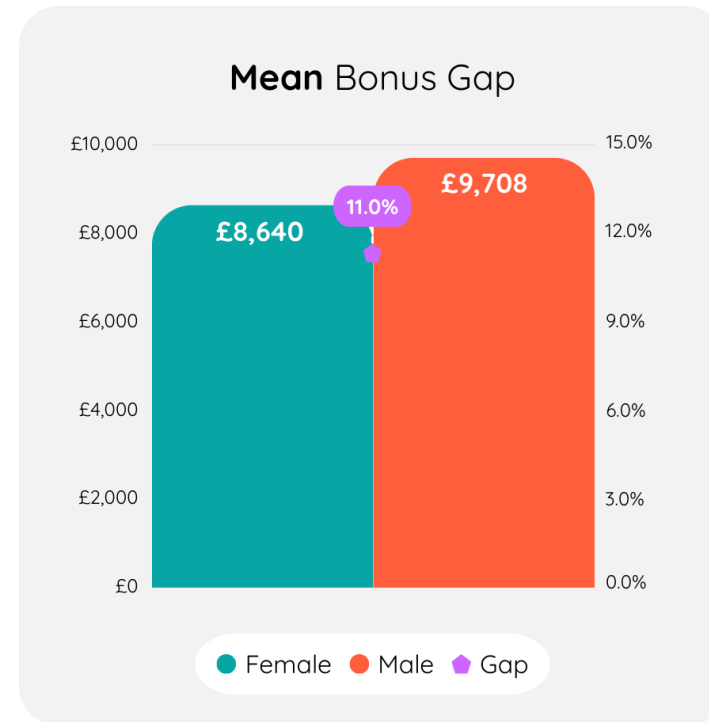
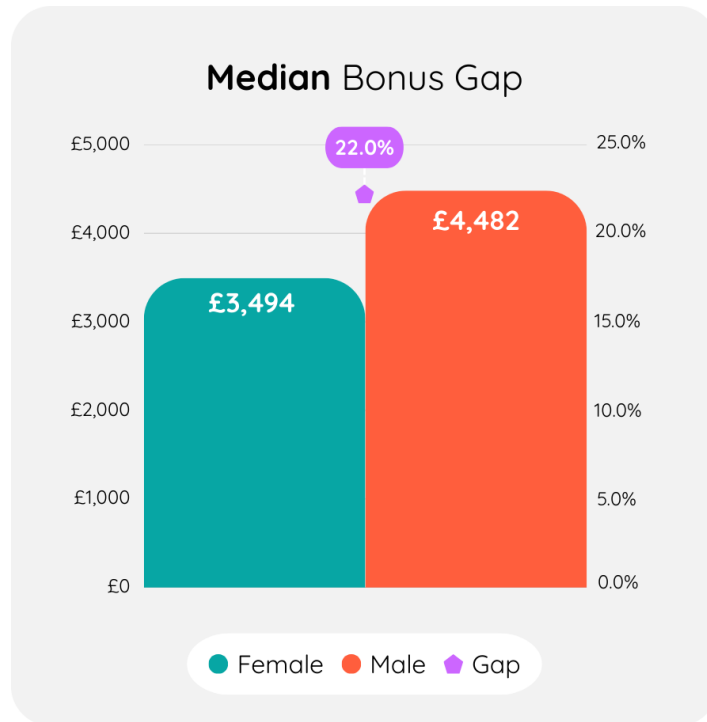


Our overall female population has decreased slightly this year, from 38% to 34%. During the reporting period, we reconfigured parts of our business to enhance customer support through expert external partners. This resulted in a more streamlined internal customer support function, which has had a small impact on our overall male-to-female ratio.

Despite this, we are pleased to see **positive movement across our pay quartiles**. The proportion of women in the **lower pay quartile has reduced from 51% to 41%**, while representation in the **upper pay quartile has increased from 28% to 29%**.

We are particularly proud that our **Senior Leadership Team is now 50% female**, reflecting our continued focus on progression, development and inclusive leadership.

Our results: Bonus



The proportion of colleagues receiving a bonus remains high across the business, with **96% of males and 92% of females** receiving a bonus payment. All roles at Clear Business are eligible for bonus or commission, with payments determined using agreed, objective criteria such as start date and business performance.

We have seen meaningful improvements in our bonus gaps this year. The **median bonus gap has reduced from 26.2% to 22%**, while the **mean bonus gap has reduced significantly from 25.3% to 11%**, the lowest level recorded within the business to date.

Fairness and objectivity sit at the heart of our reward approach. Performance is assessed using a structured scoring matrix that balances achievement of goals with behaviours aligned to our values. Performance outcomes are calibrated across teams and departments, including an in-depth review by our leadership teams.

All reward decisions are subject to approval by our Pay Review Committee and are guided by clear, transparent principles informed by recognised external benchmarks.



**Our ongoing
commitment** to gender
equality & diversity

Sales & Technology

In last year's report, we highlighted that a change in our organisational structure had impacted our results, since a higher proportion of our colleagues were in traditionally male-dominated careers such as Sales and Technology.

We are pleased to report continued progress, with the **majority of our senior sales roles now held by female colleagues**. This reflects our ability to attract strong external talent, support internal development, and provide a working environment that encourages retention.

Within Technology, the introduction of visa sponsorship has broadened our talent pool and contributed to increased female representation, particularly within our Data teams.

Across all areas, we continue to apply inclusive hiring strategies, including clear salary advertising, gender bias decoding tools, targeted job boards and diverse interview panels.



Recruitment Review



Over the past 12 months, we have completed a comprehensive review of our recruitment practices across all business areas. A key focus of this work has been strengthening screening and selection processes to ensure fairness, consistency and objectivity.

Our Talent Acquisition team now partners closely with hiring managers to develop robust screening criteria and assessment methods, supporting a consistent candidate experience and transparent scoring throughout the recruitment process.

We have also designed and delivered our **Great Hiring training programme** for people managers, reinforcing the link between strong hiring practices, better decision-making and more diverse teams.

Management Development



The **Great Hiring sessions** form part of a broader **Management Development** programme designed specifically for our people managers.

A core element of this programme is education on the **Equality Act 2010** and its implications for managing teams fairly and inclusively. Managers are supported to create environments where equal opportunities exist for all colleagues, diversity is valued, and everyone feels a sense of belonging.

All current managers have completed this training, and it is now embedded into the onboarding process for new managers and colleagues promoted into people management roles.

Work–Life Harmony

Colleague feedback continues to highlight the value placed on flexibility and work–life balance. We support hybrid and flexible working arrangements across the business, with **8% of colleagues** currently working under a flexible working arrangements, such as part-time hours.

We also recognise the importance of time away from work, offering additional holiday options, career breaks and enhanced family leave. We actively promote a culture that values quality output over long working-hours, supporting colleagues to perform at their best sustainably.



International Women's Day

International Women's Day remains a key milestone in our Equality, Diversity and Inclusion calendar. This year we celebrated our fourth **Women in Clear Business** event, and it was our most inspiring yet!

Hosted in person at our Head Office and live streamed across all sites, the event brought colleagues together from across the business – creating a shared experience that connected teams and sparked meaningful conversation.

This year's theme, '**Give to Gain**', was brought to life through a combination of external insight and internal storytelling. We were delighted to welcome guest speaker **Jane Thomas** from the South West Contact Centre Forum & Call North West, who shared her experience and insights from a long-standing career in the contact centre industry, bringing a valuable external perspective to the theme.

A panel of colleagues from across the business, including our Chief Operations Officer, **Georgina Lord**, shared honest and personal reflections on their experiences, creating an open and engaging discussion around growth, opportunity and allyship.

Together, these perspectives highlighted the importance of shared responsibility in driving gender equality across the business, with conversations that were both impactful and, at times, genuinely moving.

The event closed with reflections from our CEO, **Lee Hull**, who reinforced our ongoing commitment to championing women at Clear Business and creating an inclusive environment where everyone can thrive.



Celebrating Women in CB Panel 2026 



Final Note

We remain committed to transparency, learning and continuous improvement. This report helps us understand where we are making progress and where further focus is required, and we will continue to take action to build an inclusive workplace where everyone can succeed!