ZEGO

Gender Pay Gap Report 2026



01 What is Gender Pay Gap
02 The Results
03 The Narrative
04 The Conclusion

What is Gender Pay Gap?

What is Gender Pay Gap?

The gender pay gap is a measure of the difference in the mean and median pay of men and women, regardless of the nature of their work, across our UK organisation.

The gender pay gap does not measure equal pay. Equal pay relates to what women and men are paid for the same or similar jobs or work of equal value

In the UK, it has been illegal to pay women and men unequally for 50 years. We review our pay practices to safeguard that issues with equal pay are not encountered



Legislative reminder

All UK companies with 250 employees or more on 5 April 2025 are required to report the following gender pay data by **4 April 2026**:

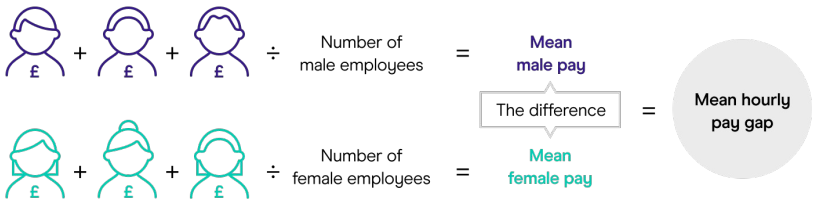
- The **difference in mean and median pay** between male and female employees (based on hourly rates of pay as of 5 April 2025)
- The **difference in mean and median bonus pay** between male and female employees (based on bonus pay received in the 12 months preceding 5 April 2025)
- The **difference in mean and median bonus pay** between male and female employees (based on bonus pay received in the 12 months preceding 5 April 2025)
- The proportion of male and female employees across four **proportional pay bands**

We must publish our data on the Gov.uk website and host the report on our external and internal website by 4 April 2026

Understanding The Stats

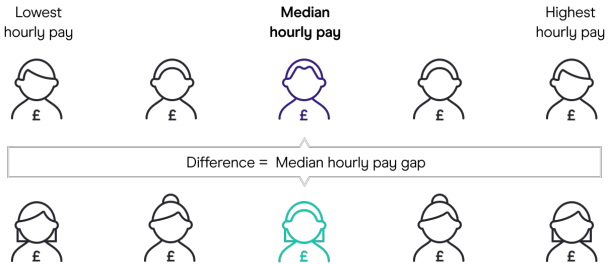
What is the mean?

The mean is the average of all the numbers in a set. It is calculated by adding all of the numbers together then dividing by how many numbers in total there are.



What is the median?

The median is the middle of a sorted list of numbers. It is calculated by placing all of the numbers in a value-order and finding the middle.



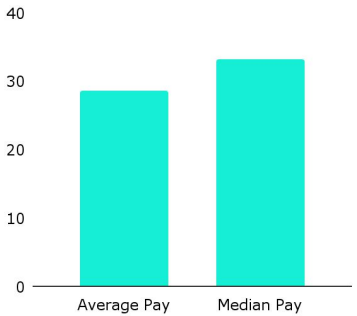
The Results

The Results

Mean & median pay gap

Women earn **71p for every £1** that men earn when comparing mean pay.

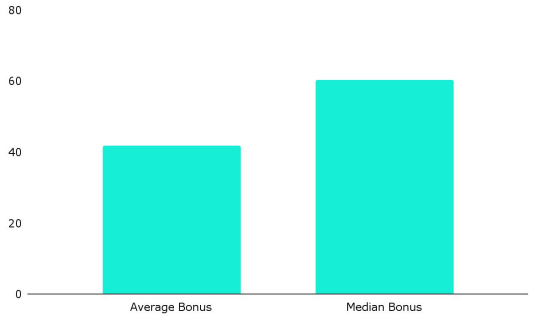
This 5p more than our reported ratio in 2024.



Mean & median bonus gap

Women earn **59p for every £1** that men earn when comparing mean bonus pay. This is the same as our reported ratio in 2024.

Although, **74% of women** received a bonus in 12 months to April 2025 compared with **58% of men.**

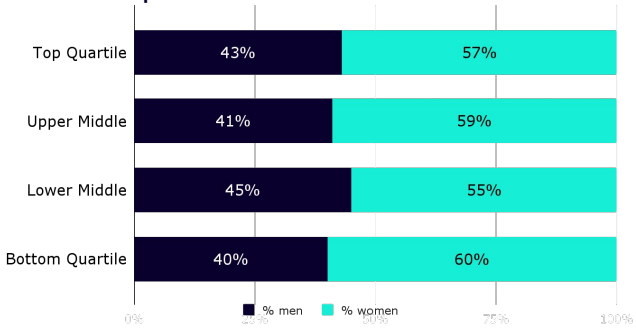


Pay Quartiles

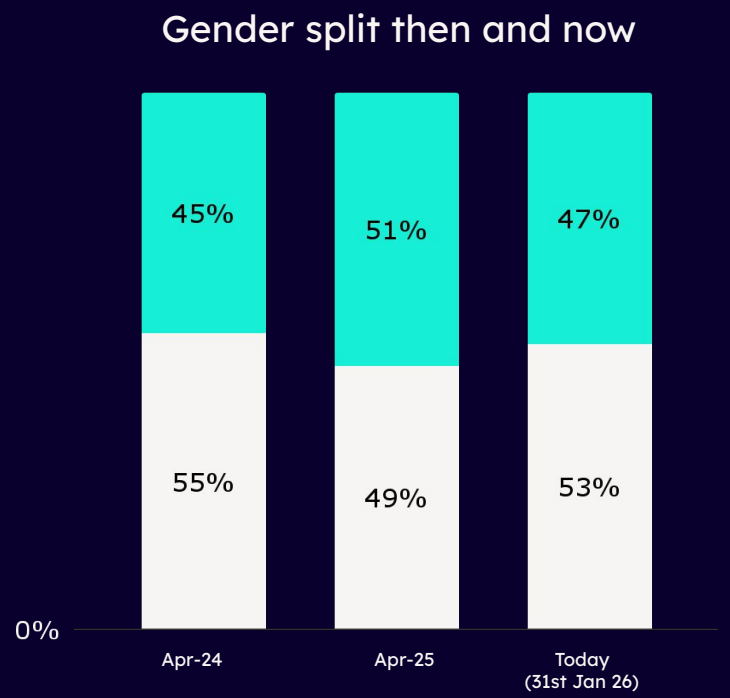
Women occupy **57% of the highest** paid jobs and **60%** of the lowest paid. This is a significant shift from the previous year with focus on senior hires and internal mobility

For our highest paid jobs, this is over 20% more than our reported ratio in 2024.

For our lowest paid jobs, this is 4% more than our reported ratio in 2024.

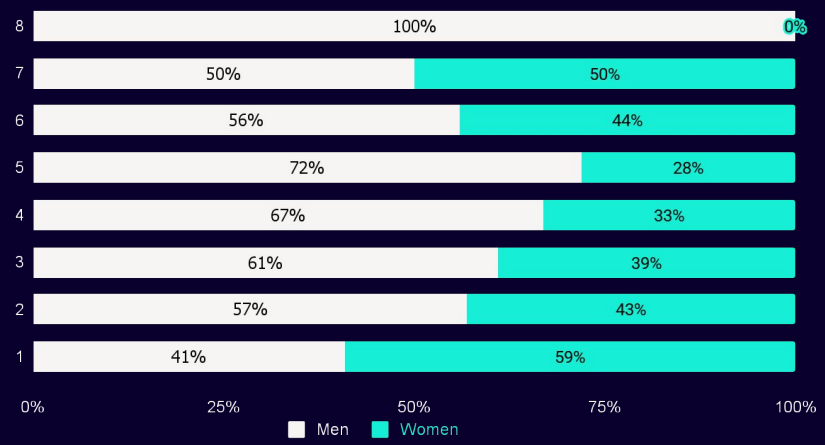


We have 4% less women in our workforce as at 31st January 2026, compared to April 2025.

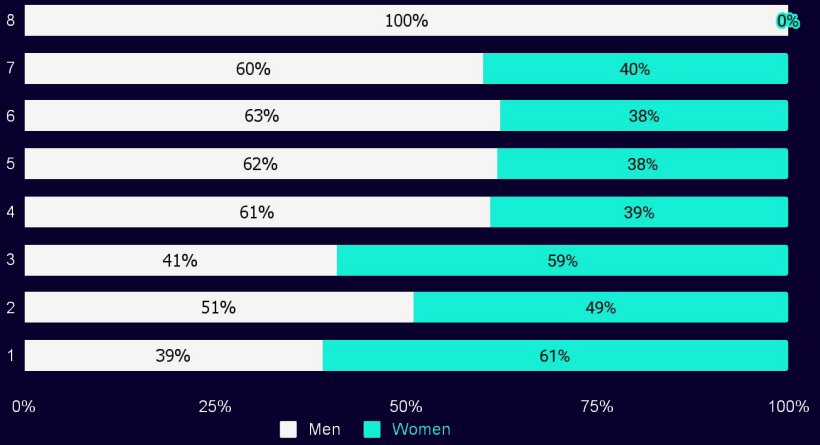


What does our UK team look like today?

Gender split by Job Level
2024 vs 2025



2024



2025

The Narrative

Zego’s 2025 Gender Pay Gap Report

At Zego, we are committed to fostering an inclusive workplace where everyone can thrive. Transparency in our pay practices is a key part of this commitment, and this report outlines our April 2025 Gender Pay Gap data, highlighting both our progress and areas for improvement.

Understanding our Gender Pay Gap

Our gender pay gap continues to be influenced by differences in pay across functions and representation at senior levels. Higher-paying engineering and technology roles remain male-dominated, while women are more represented in entry-level positions.

Encouragingly, our Director-level population is stable at 56% men and 44% women. However, men continue to hold around 70% of roles at Levels 4 and 5, similar to last year.

Our 2025 Results

- Mean Pay Gap: 28.2%
- Median Pay Gap: 33.1%
- Mean Bonus Gap: 41.6%
- Median Bonus Gap: 60% (***a 16% Decline in favour of women***)

These figures are based on April 2025 pay data and are fully disclosed in this report.

Our Commitment to Progress

We remain focused on removing barriers for women to enter and progress within Zego as well as recruiting into higher skilled roles, ensuring equitable opportunities across all functions. To drive real change, we are refining our approach with a clear, measurable action plan for 2025, designed to create lasting and meaningful impact.

We recognise there is still work to do, and we are committed to making Zego a place where talent thrives—regardless of gender.

Action to Address the Gender Pay Gap

To close the gender pay gap, we are committed to implementing the following measures

01 Enhancing Recruitment & Pipeline

Diverse Talent Acquisition - We continue to prioritise unbiased selection to ensure a balanced candidate pool across all business functions.

Technical Bridging - We are actively launching initiatives to remove entry barriers for women in high -paying engineering and tech roles.

02 Career Development & Internal Mobility

Targeted Mentorship - We continue to provide dedicated leadership programs to support the upward progression of our underrepresented talent pools.

Level 4 & 5 Progression - We actively refine internal career paths to increase female representation in the mid to high management levels.

03 Inclusive Culture & Flexibility

Flexible Working Models: We offer diverse arrangements to retain top talent and accommodate personal needs.

Inclusive Retention & Culture: We are using proactive feedback loops to address the 4% reduction in our female workforce, ensuring an inclusive environment where everyone has equitable support to thrive at Zego.

Long-Term Strategy: We recognize that lasting change comes from a renewed focus on an equitable culture, not just metrics.

04 Reward Fairly & Transparently

Bonus Equity Audit - We will continue to review bonus criteria to ensure total fairness and transparency in reward distribution.

Commitment to Equal Pay - We commit to conducting regular pay audits to safeguard against equal pay issues for similar work of equal value.

The Conclusion

Closing Narrative

At Zego, we are committed to an inclusive workplace where everyone can thrive. Our 2025 data shows significant progress, notably with women now occupying **57% of our highest-paid roles**, a 20% increase since 2024. This shift reflects our successful focus on senior hiring and internal mobility.

While we celebrate these gains, we recognise there is more to do. We are focused on removing barriers to entry-level progression and increasing female representation in technical and mid-level management roles. By implementing targeted feedback loops and refining our career development programs, we will continue to drive lasting, meaningful change.

I confirm the gender pay gap data in this report is accurate.



Liam Smyth
Director of People

ZEGO