

PXC

# Gender Pay Gap Report

Current Position and  
Future Commitments

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2025-2026

PXC.co.uk



# Executive Summary



This year is PXC's second year of submitting their Gender Pay Gap results. The results show that we're moving in the right direction in some areas, while also highlighting where we still have important work to do together.

We're pleased to see that our median gender pay gap has improved in comparison to last year's results, reflecting the progress we're making across many parts of our organisation.

At the same time, our mean pay gap has widened, largely due to more men represented in our most senior and highest paid roles. This reminds us how critical it is to keep building a strong, diverse pipeline especially at the top of our business, where representation has the biggest impact on overall outcomes.

We also saw mixed movements in representation. Some areas experienced small declines, while others, particularly mid-career levels showed encouraging improvement.

Despite the re-structuring that has taken place, following the operational demerger from Talktalk, these results tell us that the foundations we've been strengthening are beginning to take hold, and now we need to make sure that progress continues all the way through to senior and specialist roles.

**Overall, the 2025 report gives us a clear message: we're building positive momentum across the middle of PXC, and our focus now needs to shift towards senior levels and the pay structures that influence longer-term outcomes. With the actions we've set out for 2026, aligned to our wider People Strategy, I'm confident we can continue to create a fairer, more inclusive workplace for all our colleagues.**

Best wishes,

**James Smith**  
Chief Executive Officer

**Aphra Brooks-Barnes**  
Chief People Officer

# Understanding the Gender Pay Gap\*



## What is the Gender Pay Gap?

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics.

The Regulations which set out the detail on how these calculations will be made are published at the link below:

[Link](#)

## What is included within the calculations?

The calculations for the mean and the median gender pay gap are based on data from **5<sup>th</sup> April 2025** only and include:

**Ordinary pay** - this includes basic pay as well as other types of pay such as allowances, pay for leave and shift premium pay. It doesn't include pay relating to overtime, redundancy or pay in lieu of annual leave.

The calculations for the mean and median bonus pay gap are based on data for the **12 months up to 5<sup>th</sup> April 2025** and include:

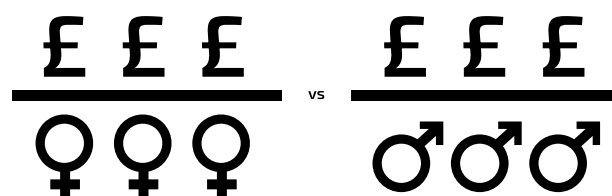
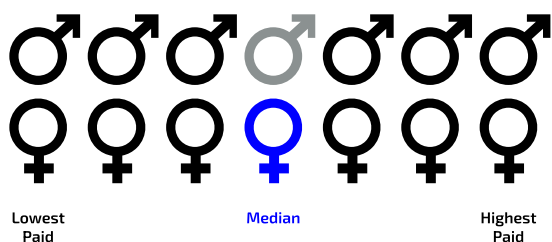
**Bonus pay** - this includes any pay that relates to profit sharing, productivity, performance, incentives and commission. It does not include pay relating to overtime, redundancy or pay in lieu of annual leave.

## Median

This is calculated by arranging females pay in order from lowest to highest and selecting the pay of the individual in the middle. This is then also completed for males pay.

## Mean

This is calculated by adding together the pay for all females and dividing by the total number of females. This is then also calculated for males.

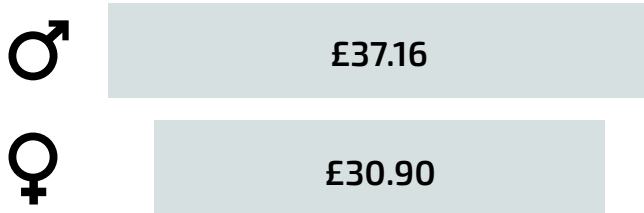


\* Government Equalities Office and Women and Equalities Unit (2025) Gender pay gap reporting: guidance for employers – Overview. Available at: <https://www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers/overview> (Accessed: 24 February 2026).

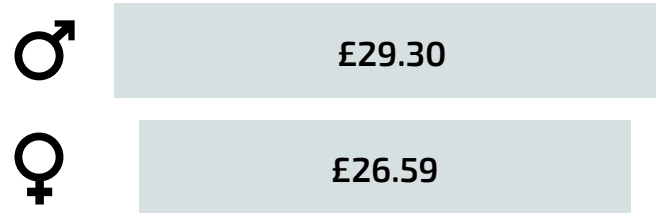
# Gender Pay Summary 2025



## Mean Gender Pay Gap | 16.8%

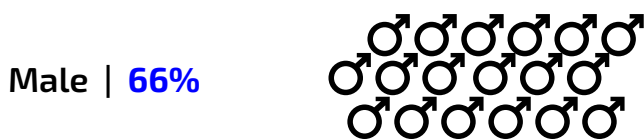


## Median Gender Pay Gap | 9.2%



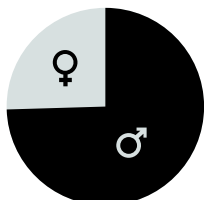
The mean hourly pay gap is mainly driven by a larger concentration of men in highest-paid roles, especially senior leadership, commercial, and specialist positions. The operational demerger shaped the structure of these senior roles, resulting in around two-thirds more men than women earning over £100k. Because the mean is sensitive to top earners, this influences it disproportionately. The low median pay gap shows that men and women in typical roles are paid much more similarly, indicating the gap is about role distribution rather than unequal pay for the same work. Overall, remaining gaps reflect representation in senior positions, highlighting progression as the key opportunity area.

## Overall Gender Split



### Top Quartile

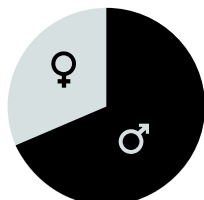
25.4%



74.6%

### Upper Middle Quartile

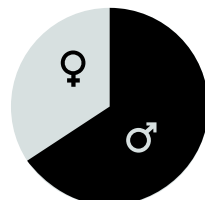
31.8%



68.2%

### Lower Middle Quartile

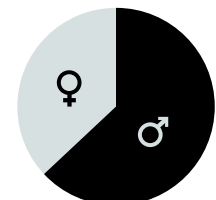
34.6%



65.4%

### Bottom Quartile

36.9%



63.1%

The quartile distribution reflects the organisation's structure following the operational demerger. The workforce remains more male-skewed in the top quartile, where pay levels are highest and have the greatest influence on average outcomes. As roles become more standardised across the middle and lower quartiles, gender representation becomes more balanced and pay ranges narrow, resulting in smaller differences. This reinforces that the headline gap is driven primarily by senior-level representation, rather than widespread pay inequality across the organisation.

# Gender Pay Summary 2025



Mean Gender Bonus Gap | **63.3%**

Median Gender Bonus Gap | **-24.3%**



£11,959.59



£411.18



£4,388.69



£507.53

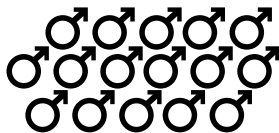
Bonus outcomes this year should be interpreted with care due to the wide range of payment types captured within the statutory "bonus" definition, including several one-off and non-standard payments linked to the operational demerger. This breadth of payments contributes to volatility in the reported figures.

The mean bonus gap (+63.3%) is driven by an uneven distribution of bonus values. Many employees across operational and support teams receive relatively small awards, while a small number of very large one-off payments made to senior, predominantly male roles significantly inflate the male average. This reflects differences in bonus opportunity size, rather than access to bonus schemes.

In contrast, the median bonus gap (-24.2%) favours women and reflects both participation and the nature of awards. A higher proportion of women received a bonus, and women were more likely to receive smaller, more frequent incentive payments through our Reward platform. These awards are more consistently clustered around mid-range values, meaning the typical (median) bonus received by women (£507.53) is higher than that received by men (£411.18). This indicates strong participation and consistent recognition of women across the organisation.

## Employees with Bonus

Male | **64.4%**



Female | **74.1%**



While the Company did not operate a formal company-wide bonus scheme this year, colleagues continued to receive incentives and recognition payments, with women benefiting particularly strongly from these smaller, more frequent awards. Around one-third of all bonus payments were £100 or less, mainly across Operations & Technology and Corporate Services, reflecting positive and inclusive use of our Reward platform. These low-value awards reduce average bonuses for both men and women but do not drive the gender bonus gap. Instead, the mean bonus gap reflects differences in role distribution and seniority, with a small number of very large, one-off payments - predominantly received by men - increasing the male average, while women show strong participation and consistent recognition.

# Our Action Plan



## What we will continue to do

**Girls in Tech x Dunstone Trust - Mentoring Programme** - We support Year 9 girls from Fulwood Academy to explore careers in digital, engineering, data, product and technology through hands on workshops, real world projects and mentoring.

**Flexible Work Arrangements** - We currently offer remote working options and flexible hours to individuals with caregiving or other responsibilities outside of work. We will therefore raise awareness of the arrangements we can make to our workforce whilst still meeting the business needs within our broader DEIB (Diversity, Equity, Inclusion & belonging) agenda.

**Apprenticeships** - We support apprenticeships across technology and operations, including participation in National Apprenticeship Week and engagement with Manchester Metropolitan University's digital apprenticeship schemes.

**Transparency & Communication** - We will continue to openly explain the drivers of our Gender Pay Gap and share regular progress updates. PXC takes a progressive approach to gender health, with a dedicated Menopause Policy and support for colleagues experiencing fertility challenges or pregnancy loss, recognising the impact these experiences have on wellbeing and career progression.

**What we are working towards: PXC's People Strategy prioritises fairness, transparency and opportunity, supported by a consistent Job Architecture. This will underpin a market-aligned Total Reward approach that improves progression, pay clarity and long-term outcomes, including continued progress on reducing the Gender Pay Gap.**

**Supporting Mid Career Women to Progress** - To help women thrive at a critical career stage, PXC will enhance development programmes, ensure promotion related pay decisions follow clear governance, and monitor attrition trends by gender to identify risks early.

**Leadership Programmes to Support Colleagues within their Career** - Creation and implementation of learning programmes designed to support your development in THREE key focus areas: Leading Self, Leading Others and Leading the Business.

**Building a Job Architecture Framework** - The framework provides the foundation for fairer and more consistent decisions by clearly defining roles, enabling transparent pay governance, and creating visible, accessible career paths. This structure supports long term, sustainable progress in reducing gender based inequalities.

**Improving Fairness in Bonus & Variable Pay** - The business will review and audit bonus outcomes, to understand any gender skewed scheme distributions, and strengthen evidence-based calibration processes.



### About PXC

PXC is the UK's leading provider of innovative connectivity, voice, cloud and security solutions, underpinned by the UK's most robust, secure, resilient and reliable network.

PXC is uniquely positioned with a scaled customer base and diversified fibre infrastructure partners, powered by a national network covering 97% of homes and businesses.

Born from the combination of TalkTalk's wholesale services and national network business with Virtual1, PXC's deep understanding of the issues facing players in the wholesale market equips it to uniquely support all types of businesses.

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