

## TalkTalk Telecom Gender Pay Gap Report 2026

*Data Snapshot date: 5 April 2025*

### Introduction

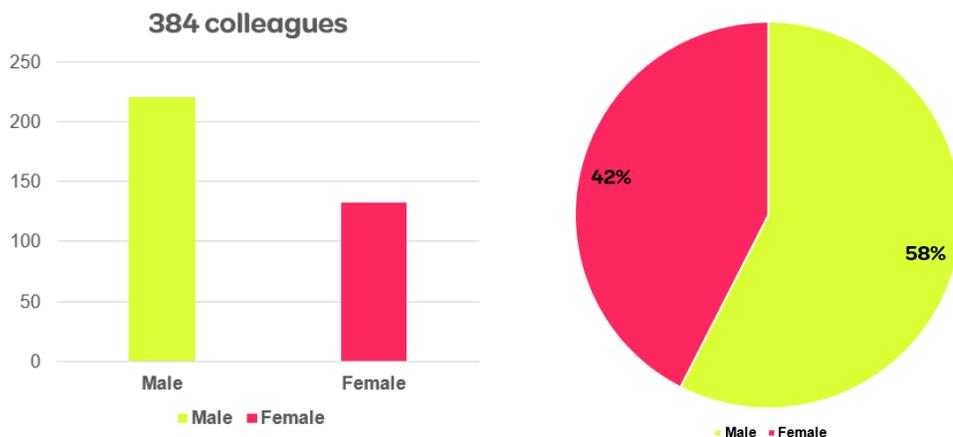
At TalkTalk, we are committed to creating a diverse, inclusive and fair workplace where everyone can thrive. Reporting on our gender pay gap is an important part of this commitment. It helps us understand where inequality exists, identify the actions that will make the biggest difference, and remain transparent about our progress.

This is the second year that TalkTalk Telecom has reported gender pay gap data as its own standalone entity from the TalkTalk Group.

### Our Workforce in 2025

As at the snapshot date of 5 April 2025, TalkTalk employed 384 colleagues:

Colleague snapshot as at April 2025.



## Gender Pay Gap

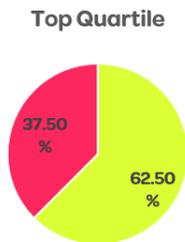


7.1% median hourly pay gap

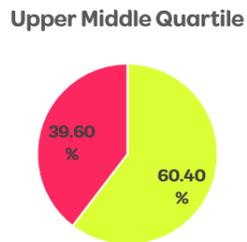


23.3% median hourly pay gap

## Gender Pay gap by quartile



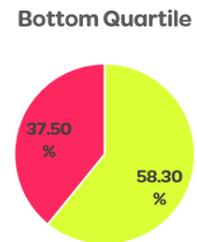
■ Male ■ Female



■ Male ■ Female



■ Male ■ Female



■ Male ■ Female

## Bonus Pay Gap



-126% median bonus pay gap



4% median bonus pay gap

**Bonus scheme eligibility: 75.6% of males, 77.3% of females**



## Understanding the Drivers Behind Our Gap

Our gender pay gap is shaped by the structure of our workforce and the distribution of roles across the organization and we recognize as our base size gets smaller, the impact of any changes will appear greater.

While the median pay gap has widened, female representation has improved overall and in key quartiles, supporting our long-term goal of structural gender balance.

Female representation improved overall and in key top and bottom quartiles

Bonus pay participation remains high across both genders (Male 75.6%, Female 77.35%)

Mean hourly pay gap remained broadly stable indicating limited movement in average pay levels

Our pay gap (12.8%) compares favourably against our UK technology sector.

## Our Commitment to Closing the Gap

We are investing in inclusive recruitment, leadership development, talent planning, fair reward structures, and family-friendly policies.

### Looking Ahead

We know that closing the gender pay gap requires sustained focus. We continue to invest in initiatives that support women's progression and representation at all levels of our business, particularly in leadership and technology roles

We are proud to have been ranked again in the Inclusive Companies Top 50, reflecting our commitment to diversity and inclusion.

While challenges remain, particularly around the median pay gap, we are confident that our continued focus on leadership development, inclusive recruitment, and support for women in technology will drive meaningful progress.

Our values – We Care, We Challenge, We Commit – underpin everything we do. We will keep challenging ourselves to do better and remain transparent about our progress as we work towards closing the gender pay gap.

## Statement of Accuracy

I confirm that the data in this report is accurate and calculated in accordance with the Gender Pay Gap Regulations.

A handwritten signature in black ink, appearing to read 'Susie Buckridge', enclosed within a light grey rectangular border.

**Susie Buckridge**

Chief Executive Officer

TalkTalk Telecom Ltd