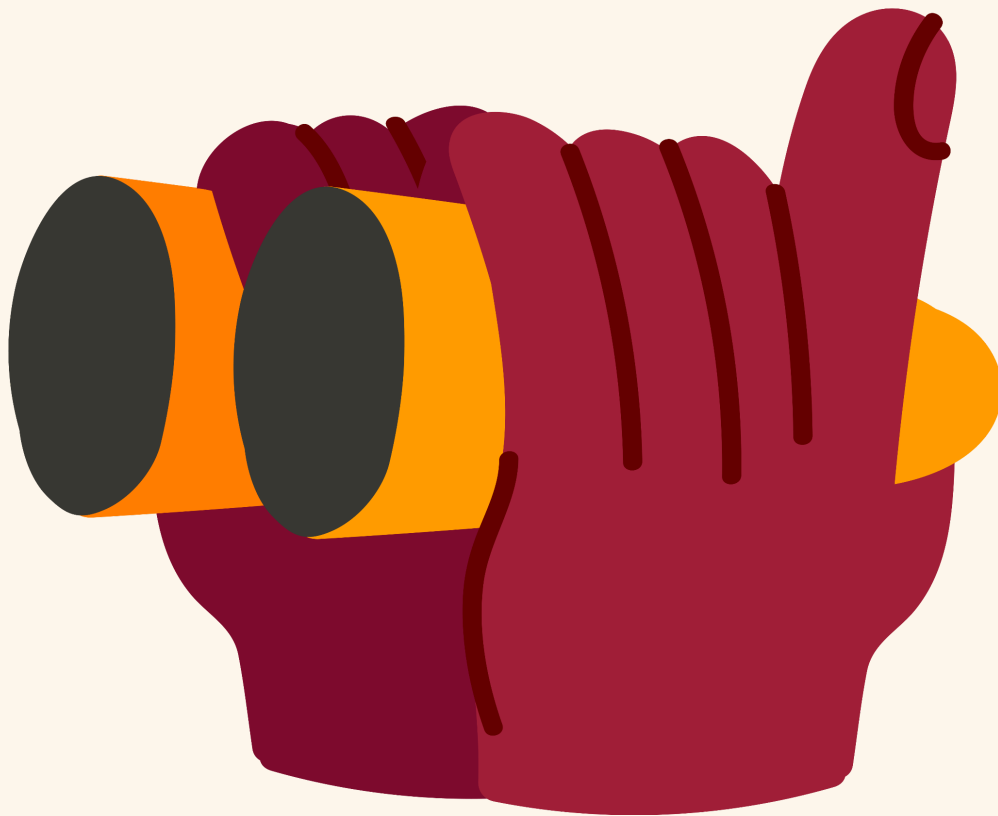




UK GENDER PAY GAP

2025 Findings



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1. INTRODUCTION

Under legislation that came into force in April 2017, UK employers with more than 250 employees are required to publish their gender pay gap data. Gallagher Reward Consulting has been tasked with providing the gender pay gap reporting requirements for **HiBob** as of the 5th of April 2025 snapshot date.

A gender pay gap is a measure of the difference in the average pay of all men and of all women in an organisation, regardless of the roles that they do. It is not the same as an equal pay comparison, which directly compares the pay of two or more people carrying out the same jobs, similar jobs or work of equal value.

The information submitted by complying employers is published on the [government-sponsored website](#). Employers are required to publish:

- Overall mean and median gender pay gaps
- Difference in mean and median bonus payments paid to men and women
- Proportion of male and female employees that received a bonus
- Gender distribution across the pay quartiles

The calculations make use of two types of methods:

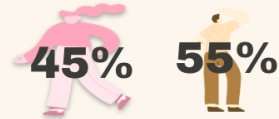
A **mean** average involves adding up all of the numbers and dividing the results by how many numbers were on the list. This average places the same value on every number and so can be easily distorted by a small number of very high or low earners.

A **median** average involves listing all of the numbers in numerical order and taking the middle number. This indicates what the 'typical' situation is, as extremes of low and high pay do not affect the median

2. SUMMARY OF GENDER PAY GAP KEY FIGURES

Our analysis shows a mean gender pay gap of 17.18% and a median gender pay gap of 13.42%. For employees who received variable pay such as bonus and commissions, the analysis shows a mean 'Bonus Gap' of 29.74% and a median of 33.59%.

WORKFORCE COMPOSITION

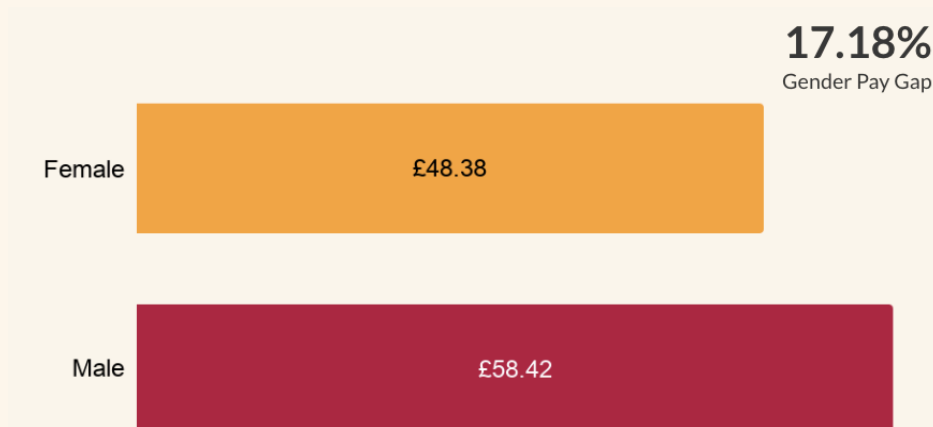


	PAY GAP	BONUS GAP
Mean	17.18%	29.74%
Median	13.42%	33.59%

3. UNDERSTANDING THE DATA

Mean Hourly Pay Rates

The mean hourly rates currently favour male employees by **17.18%**. This is above the national mean favouring males of 13.9% according to the Office for National Statistics, 2025. However, it is broadly in line with technology sector benchmarks which report an average gap of 17.5% according to a 2025 study by UKTN of 50 leading UK-based technology companies.



Median Hourly Pay Rates

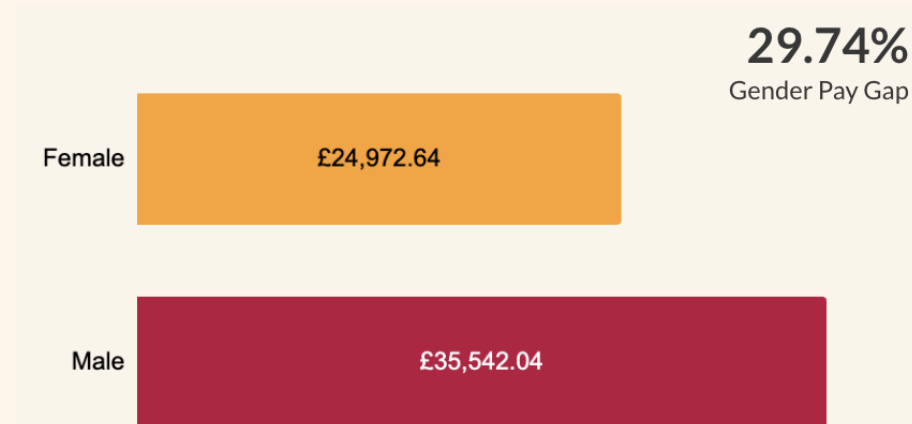
The median hourly rates currently favour male employees by **13.42%**. This continues to sit above the national median favouring males of 12.8% according to the Office for National Statistics, 2025.



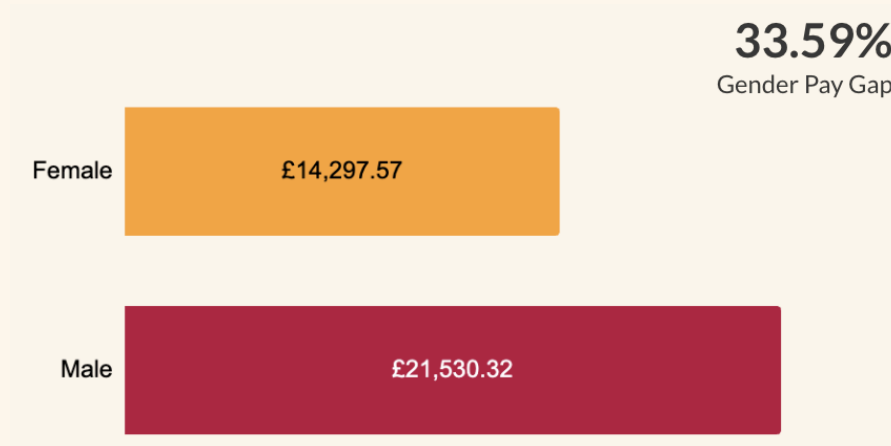
Bonus Payments and Participation

The bonus gap at **HiBob** currently favours male employees at the mean by **29.74%** and median by **33.59%**. This indicates that the data set is slightly skewed, with a narrower range in the bonus amounts found in the slightly smaller female data set (n = 54) compared to a wider range in the slightly larger male data set (n = 64) who are in receipt of bonuses.

Mean Bonus Payments

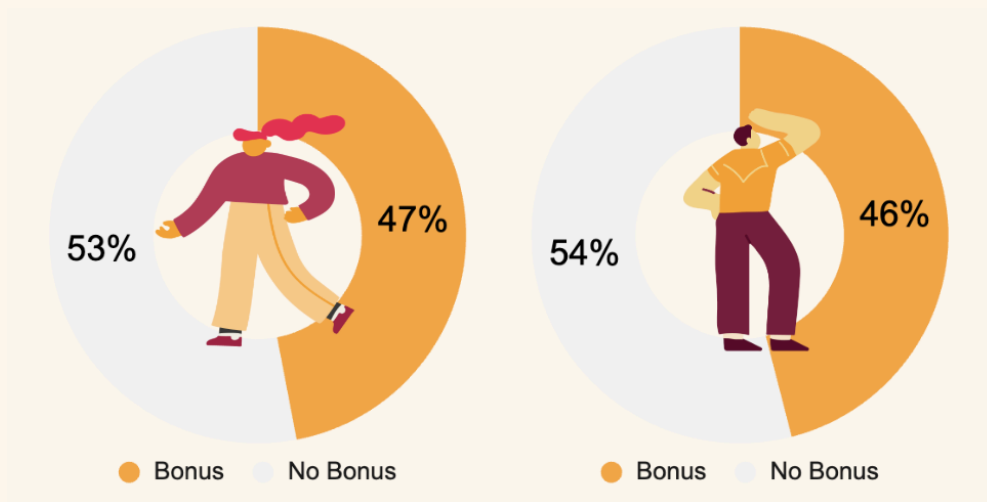


Median Bonus Payments



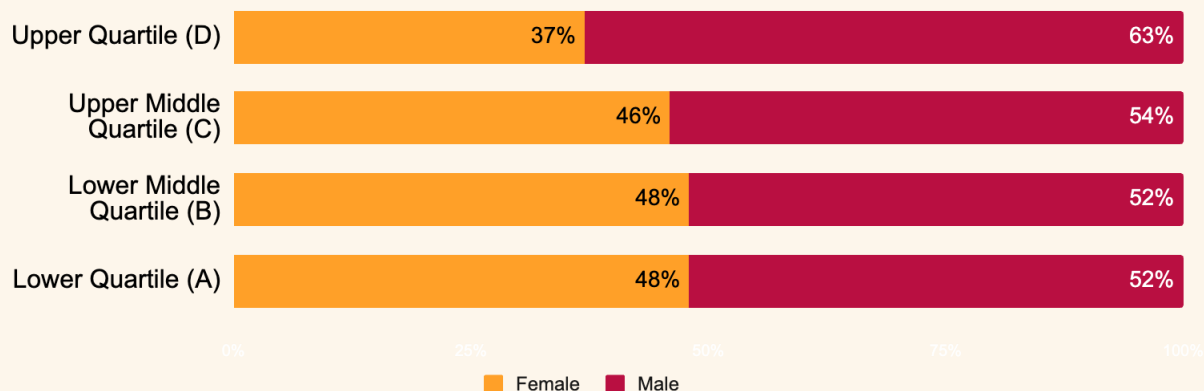
Bonus Participation

From the charts below we can see a slightly higher proportion of female employees received a bonus. However, the total number of male recipients remained higher (29 men vs. 25 women), reflecting the larger male population within bonus-eligible roles.



Pay Quartiles

When we observe the distribution of female and male employees within the quartiles, as shown in the bar chart below, we can see that female employees are well represented in quartiles A, B, & C however their representation decreases in the highest pay quartile (D).



4. INTERPRETING THE DATA

Our Hypothesis

We see strong gender representation across the organisation overall, and particularly within the lower and middle pay quartiles. This indicates a healthy and growing pipeline of female talent.

However, female representation declines in the highest pay quartile, which is the primary driver of the overall gender pay gap. We attribute this disparity in the Upper Quartile to two key factors:

- **Representation in senior and higher-paying roles:** A higher proportion of men were represented in senior and higher-paying positions in the UK.
- **Distribution of variable pay opportunities:** Men were more concentrated in roles with higher variable pay potential. For example, Direct Sales roles (typically with a 50/50 base-to-variable mix) had higher male representation, whereas women were more represented in functions such as Customer Success, where compensation structures are more heavily weighted toward base salary (e.g. 80/20). Given the scale of variable pay in Direct Sales roles, this had a meaningful impact on both mean and median pay gaps.

We recognise that this gap is material. While our analysis indicates that equal pay for equal work is being maintained, the results highlight a different issue: we have not yet achieved proportional representation in more senior, higher paying roles.

What's changed since the 2025 reporting period?

Over the last twelve months since the April 2025 snapshot, HiBob has continued to evolve and strengthen our leadership pipeline and hiring practices. Some evidence of this progress includes:

- **Growth and reshaping of the UK org:** We have expanded the UK team. Of our new leader hires, 57% are female, including three senior female executives at the Director, VP and C-level.
- **Career progression:** To date (31 March 2026), 25 Bobbers have been promoted or moved internally, of which 56% were female. Internal progression is one of the most effective levers for narrowing a representation-driven gap.
- **Pay movement:** Women received a slightly higher share of salary increases over the past 12 months, most of which were linked to promotions and role changes.
- **Revenue Roles:** Variable pay impacted the 2024–2025 gap, reflecting the distribution of higher-earning, commission-heavy roles at that time. Representation in these roles has since shifted, with an increase in female representation among top revenue generators by the end of 2025.

As gender pay gap reporting is based on a fixed snapshot in April, these changes are not yet reflected and are expected to be seen in future reporting periods.

5. WHAT WE'RE DOING TO ADDRESS THE GAP

Closing the gender pay gap requires sustained action focused on both representation at senior levels and consistent pay practices. Our priorities include:

- **Strengthening representation in leadership:** Continued investment in leadership development and targeted succession planning.
- **Structured pay and promotion practices:** Strengthening progression across the organisation through clear and consistent promotion criteria, supported by a redesigned job architecture with more defined job levels and career pathways.
- **Hiring and progression accountability:** Monitoring gender balance in candidate pipelines, offers, promotion rates, and time to promotion—particularly in functions and levels that most influence the gap.
- **Pay equity monitoring:** Regular review to identify and address any unexplained pay differences within comparable roles and skills, and to track progress over time.
- **Reviewing variable pay outcomes:** Checking bonus outcomes for any unintended patterns and ensuring plans and eligibility are applied consistently.

We will continue to publish our results transparently and measure progress year over year. Our focus is to build a workforce where opportunity and reward are equitable, and where representation at senior levels improves in a fair and sustained way.

I confirm that the data reflected in this report is accurate.



Nirit Peled Muntz
Chief People Officer

APPENDIX 1: THE REGULATIONS EXPLAINED

The UK Regulations on Mandatory Gender Pay Reporting require:

- Gender pay information to be reported by private and voluntary sector employers in England, Wales and Scotland with at least 250 employees
- Information to be published on a government-sponsored website by the 5th of April 2022, and annually thereafter

The main items to be reported on are:

Mean Gender Pay Gap

Difference between average hourly earnings of males and females

Median Gender Pay Gap

Difference between median hourly earnings of males and females

Gender Bonus Gap

Proportion of male and female employees a receiving bonus within the 12 month period

Mean Gender Bonus Gap

Difference between average bonus earnings of males and females

Median Gender Bonus Gap

Difference between median bonus earnings of males and females

Pay Quartiles

Insight into career paths

- A. Lowest paid to lower quartile
- B. Lower quartile to median
- C. Median to upper quartile
- D. Upper quartile to highest paid

Definitions

- **Lower Quartile:** The point below which 25% of the recorded salaries fall.
- **Median:** The mid-point (50th percentile) in a range of figures, i.e. 50% of the sample is paid above this amount, and 50% are paid below this amount.
- **Upper Quartile:** The point below which 75% of the recorded data falls.
- **Mean:** The sum of all the numbers in a group divided by the number of numbers in the group.