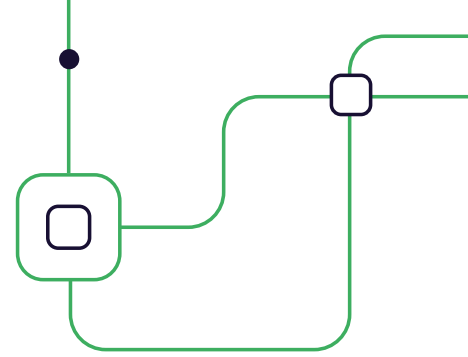




# Gender Pay Gap Report 2025

Synectics Solutions Ltd  
Snapshot: April 2025

# Gender Pay Gap Report 2025



## Introduction

Synectics Solutions is committed to fairness, transparency and equal opportunity. In line with the Equality Act 2010 (Gender Pay Gap Information) Regulations, we publish our annual Gender Pay Gap Report to explain the difference in average earnings between women and men across our organisation.

The gender pay gap is not the same as equal pay. Equal pay relates to whether people are paid the same for the same or equivalent work. Gender pay gap reporting compares average pay across the whole workforce, regardless of role.

This report reflects our position at April 2025, calculated using the same regulatory methodology applied in prior years.

## Gender Pay Gap – Ordinary Pay (Hourly Pay)

Mean gender pay gap (ordinary pay)

**23.95%**

Median gender pay gap (ordinary pay)

**17.00%**

### What this means

These figures indicate that average hourly pay is higher for men than women across Synectics Solutions when looking at the workforce as a whole. As in many technology and data-led organisations, the principal driver is the distribution of men and women across different roles and levels of seniority, rather than differences in pay for equivalent roles.

## Gender Pay Gap – Bonus Pay (Including Commission)

Bonus recipients (12 months ending April 2025)

**18 men**

received a bonus/ commission payment

**5 women**

received a bonus/ commission payment

This equates to:

**9.05%**

of men receiving a bonus

**5.95%**

of women receiving a bonus

Mean bonus pay gap

**13.52%**

Median bonus pay gap

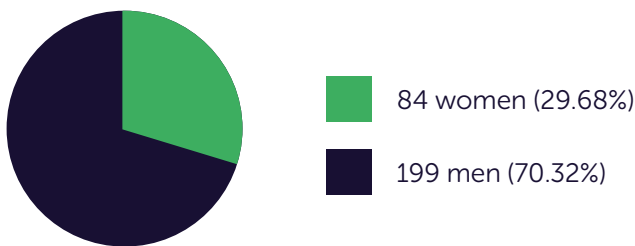
**85.24%**

### Context

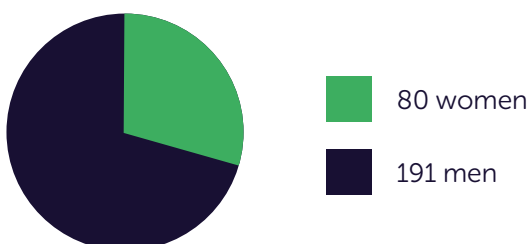
Bonus outcomes are materially influenced by commission-based rewards in roles with sales targets. Where commission-eligible roles are not evenly distributed across genders, bonus gaps can move significantly year to year.

## Workforce profile (April 2025)

At the snapshot date, Synectics Solutions employed 283 employees, comprising:



For gender pay gap calculations, 271 employees were classed as full-pay relevant, comprising:



## Representation across pay quartiles

Employees are split into four equal-sized groups (quartiles) based on hourly pay.

Pay Quartile	Women	Men
Lower quartile	47.06%	52.94%
Lower-middle quartile	32.35%	67.65%
Upper-middle quartile	22.06%	77.94%
Upper quartile	16.42%	83.58%

### What this shows

Female representation decreases as pay increases. This is the clearest structural contributor to our gender pay gap: women are under-represented in the highest paid roles.

## Why the 2025 position has shifted: investment and planned senior transitions

During 2024, Synectics completed a significant private equity investment and entered a new phase of growth. This included the establishment of a revised governance structure and a defined 100 day plan typical of a post-transaction operating model.

As part of this period, Synectics also experienced planned senior leadership transitions. In particular:

- a senior female leader formally resigned with an explicit intention to move into "retirement," noting the transaction's completion as an appropriate transition point
- and two other senior female shareholder/director postholders stepped down from their responsibilities, taking on shareholder positions on the Board, reflecting a move toward a non-executive governance model

We recognise that changes at senior level can disproportionately influence gender pay gap calculations, especially in organisations where relatively small numbers of high-earning roles materially affect averages.

These planned changes do not indicate any change in our commitment to fair pay; rather, they highlight the importance of building a stronger pipeline of women into senior technical, commercial, and leadership roles to ensure progress is sustainable over time.

## Our actions to drive sustainable improvement

We are focused on practical actions that address the structural drivers of the gender pay gap — namely representation, progression, and access to senior and revenue-linked roles.

### Action 1

Strengthen the pipeline into higher-paid roles

We will identify key "feeder roles" into senior technical, product and commercial leadership positions and track progression into these roles to ensure opportunity is accessible and visible.

### Action 2

Structured development and sponsorship

We will implement a sponsorship approach for high-potential talent, supporting readiness for leadership and specialist roles, and ensuring succession planning actively develops diverse talent pools.

### Action 3

Hiring discipline for senior and specialist roles

We will strengthen senior leadership and specialist hiring processes to improve balanced representation in candidate slates, particularly in areas where women are currently under-represented.

### Action 4

Bonus and commission pathway review

Given the influence of commission-based bonus outcomes, we will review pathways into commission-eligible roles, ensuring that development, enablement and progression routes are clearly defined and accessible.

### Action 5

Governance and monitoring

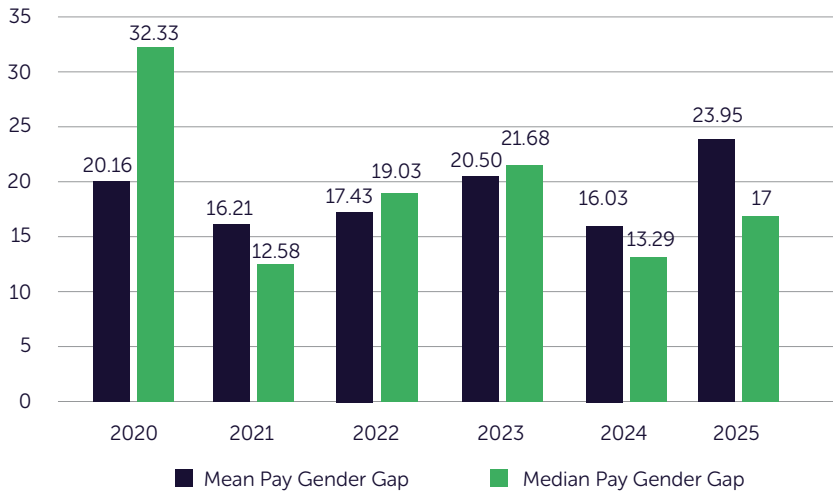
We will monitor gender pay gap drivers regularly and use the insights to inform recruitment, progression and reward decisions, ensuring we sustain improvement through our growth phase.

## Declaration

I confirm that the data contained in this report has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations.

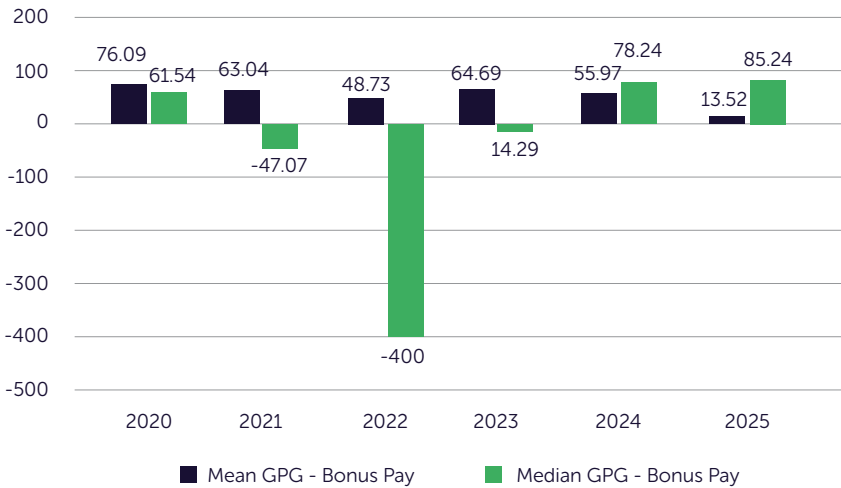
**Natalie Simpson**  
Head of People Success  
Synectics Solutions Ltd

## Ordinary Pay Gap Trends



	Mean GPG	Median GPG
2020	20.16	32.33
2021	16.21	12.58
2022	17.43	19.03
2023	20.50	21.68
2024	16.03	13.29
2025	23.95	17

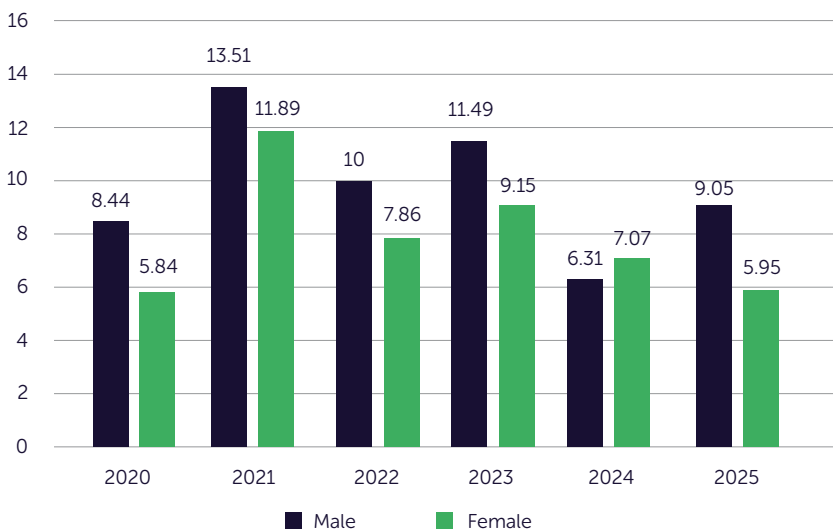
## Bonus Pay Disparities



\*Bonus Pay

	Mean GPG*	Median GPG*
2020	76.09	61.54
2021	63.04	-47.07
2022	48.73	-400
2023	64.69	-14.29
2024	55.97	78.24
2025	13.52	85.24

## Year on Year comparison: Proportion of Male & Female employees paid a bonus (including commission for positions with sales targets)



	Male	Female
2020	8.44	5.84
2021	13.51	11.89
2022	10	7.86
2023	11.49	9.15
2024	6.31	7.07
2025	9.05	5.95