

GENDER PAY GAP REPORT

2025

OUR 2025 GENDER PAY GAP REPORT



Jen Cassidy, CEO

“At Bristan Group fairness isn’t optional — it’s a principle we’re building into every part of how we work.

As a business operating in a traditionally male-dominated industry, we recognise that meaningful change won’t happen by chance—it takes transparency, commitment, and a willingness to challenge the status quo.

We know that pay gaps often reflect wider gaps—in representation, in opportunity, and in visibility. That’s why we’re focused on:

- Creating more pathways for women into technical and leadership roles
- Building inclusive recruitment and promotion practices
- Supporting flexible career development that works for all genders.

This report is part of a broader commitment: to create an environment where every colleague, no matter their background, can grow and thrive. We’re not just shaping better products—we’re shaping a better culture.”

The Report

In this report, we provide our gender pay gap information, identify the causes of the pay gap and outline our plans for closing the gap. The gender pay gap measures the difference between the average earnings of all men and all women regardless of role, seniority and length of service

Our approach to pay

Our pay policy is in place to ensure we are fair and consistent when it comes to our employees: Roles are evaluated and graded in accordance to our grade structure Salaries and benefits are benchmarked in line with market rate We ensure there are no equal pay issues (when a male and female are paid differently for carrying out work of equal value)

GAP

Understanding Equal Pay vs the Gender Pay Gap

What Is Equal Pay?

Equal pay is where colleagues from all diverse groups' should be paid the same for doing equal work. This is a legal requirement under the Equality Act 2010.0

What Is the Gender Pay Gap?

Pay gaps measure the difference between two groups' average earnings across the whole organisation—regardless of their job role or level.

Why Does It Matter?



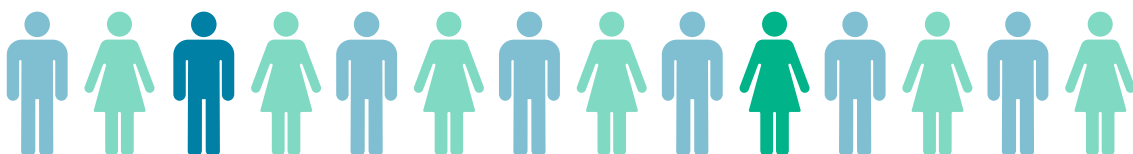
Closing the gap isn't just about fairness—it's about creating an inclusive, equitable workplace where talent thrives at every level.

Mean Gender Pay Gap

The mean gender pay gap is the difference in the hourly pay for women compared to men, within a company

Median Gender Pay Gap

The median represents the middle point of a population. If you separately lined up all the women and all the men in a company in order of hourly pay, the median pay gap is the difference between the hourly pay rate for the woman in the middle of the data compared to that of the man in the middle of the data.



The Story Behind the Numbers

Mean Gender Pay Gap

In 2025, the Mean Gender Pay Gap stands at 5.7%, with women earning an average hourly rate of £21.55 compared to £ 22.86 for men. This is a notable improvement from 2022, when the gap was a significant 17.4%. This progress lines up with with a key leadership milestone - our appointment of a female CEO. Her focus on equity, transparency, and inclusive progression has helped shift both culture and pay practices.

Mean Gender Pay Gap



Median Gender Pay Gap



Median Gender Pay Gap

The Median Gender Pay Gap in 2025 is 17.3%, with median hourly rates at £19.23 for males and £15.90 for females. This is a 35.5% improvement between 2022 and 2025. Closing the gap further means continuing to support women’s development and ensuring fair and inclusive hiring process.

Bonus Pay Gap

Mean Bonus Pay Gap	Median Bonus Pay Gap
-18.4%	-29.5%

In 2025, our **Mean Bonus Pay Gap** is -18.4% which means that, on average women received higher bonuses than men. A significant improvement on our gap of 56.9% in 2022. Our Median Bonus Pay Gap also moved into negative territory in 2025 at -29.5%, compared to 23% in 2022.

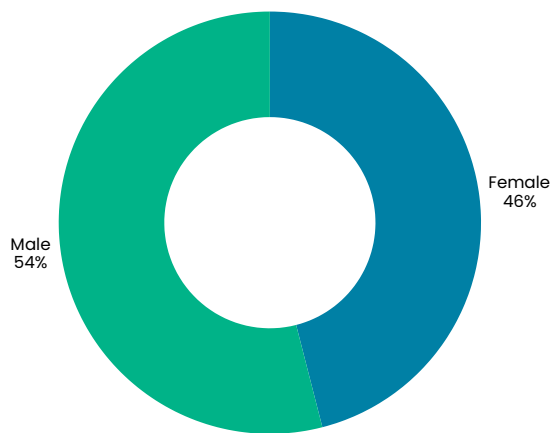
These shifts are primarily due to the types of bonuses that were paid this year; in particular, due to our business performance in 2024, company bonuses were not paid on the whole.

OUR SALARY QUARTILES

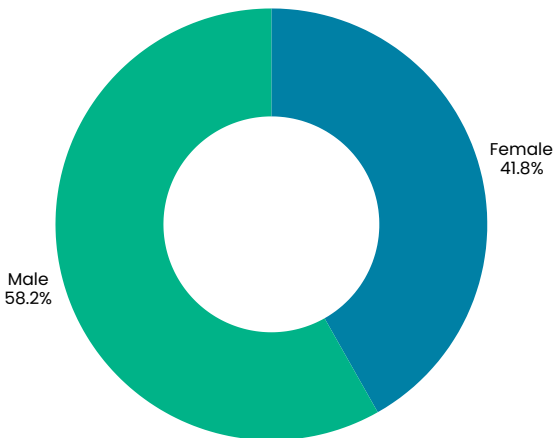
As of April 2025, we have 278 employees, of which 51.4% are women. We are proud to share that 50% of our top 20 highest-paid employees are now females, a significant milestone that reflects real progress towards gender balance in senior and higher paid roles.

Our senior leadership team also reflects this shift, out of 16 leaders, 8 are women. This balance helps shape a more inclusive culture, setting a tone for fairness, opportunity and visible progression across the business.

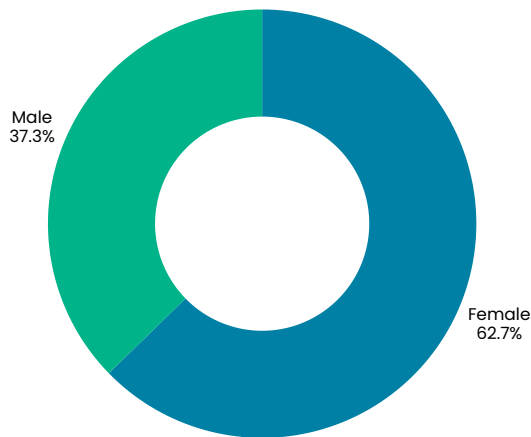
Upper Quartile



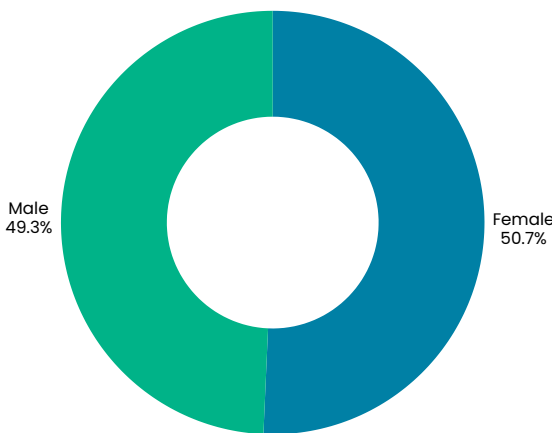
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



Looking Ahead

We are proud of the progress we have made, but we know there is still work to do. Our ambition for 2026 is simple: to continue narrowing our gender pay gap, to improve representation at every level of the business, and to keep embracing a culture where equity and belonging are genuinely lived, not just spoken about.

Talent Attraction

We are continuing to evolve our recruitment process to be more inclusive and accessible to all candidates. For all opportunities, we have introduced the practice of sharing interview questions in advance. It is a small change, but one that makes a big difference in helping candidates, especially for those who are neuro-diverse.

We have also recently launched two new development programmes for our senior leaders and people managers. They are designed to give our leaders the confidence, tools, and mindset to lead inclusively, whether that is supporting diverse teams or making fair recruitment decisions.

Diversity, Equity & Inclusion Awareness

As part of our ongoing commitment to DEI, we continue to invest in initiatives that support a more inclusive and supportive workplace. Recently, we launched three new employee-led groups: a Menopause Support Group, a Working Parent Network, and a Running Group. Each are designed to foster community, raise awareness, and provide practical support for our colleagues.

In addition, we are in the process of establishing a Shadow Leadership Team to offer development opportunities and enhance representation in decision making, alongside a new Employee Task Force that will give employees a stronger voice in shaping our culture and workplace practices.
