



Gender Pay Gap 2025

Pulsant Ltd

The Pulsant Gender Pay Gap Report

At Pulsant, we are committed to creating a fair, inclusive and supportive environment where everyone feels valued and has a strong sense of belonging. Our values, chosen by our people, are at the heart of everything we do, with “People First” underpinning the way we work together.

We believe diverse teams make us stronger, helping us better support one another, deliver a great service to our clients and continue to improve as an organisation. Our aim is to attract, develop and retain talented people from a wide range of backgrounds, with the right skills, experience and potential to succeed.

Like many organisations in the technology sector, we recognise the underrepresentation of women across the industry. While there is more to do, we remain committed to broadening our reach, ensuring our opportunities are inclusive and accessible, and attracting the best person for every role.



PEOPLE FIRST



OWN IT



MAKE IT HAPPEN



NURTURE & GROW



TOGETHER WE THRIVE

Our Gender Pay Gap Results

Pay Gap

The difference in average hourly pay, expressed as a percentage of the hourly pay of male team members.

	MEAN (average)	MEDIAN (middle)
Hourly Rate	2.8%	-5.9%

Bonus Pay

The difference in average bonus pay, expressed as a percentage of the average male bonus.

	MEAN (average)	MEDIAN (middle)
Bonus Pay	-16.8%	-160.3%

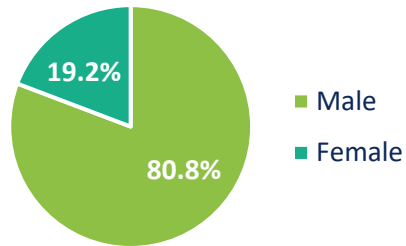
Bonus Proportions

The proportion of female and male team members who received a bonus in the 12 months prior to the snapshot date.

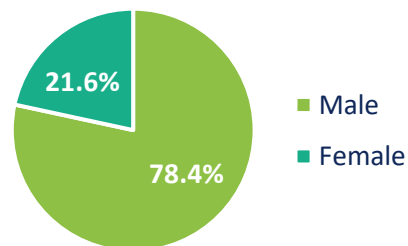
	FEMALE	MALE
Bonus Proportion	46.9%	49.4%

Pay Quartiles

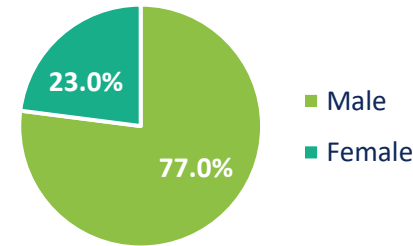
The proportion of males and females in each quarter of the payroll.



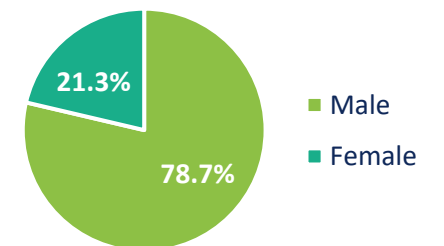
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

Our commitment to our people

Changes in our workforce composition and performance in 2025 have impacted this year's pay gap figures, following a period of steady improvement. This reinforces the need for continued focus in this area.

We remain committed to driving long-term progress, with a particular focus on improving gender balance across Pulsant.

Recruitment

Following the launch of a new Applicant Tracking System in 2025, we now monitor diversity characteristics at application and through the recruitment process.

Whilst a lower number of female applicants (24% female), there is no gender difference in progression through the process. To drive action, we've set a target of 30% female applicants for 2026, and monitor the success of job boards, partners and campaigns in attracting greater numbers of female candidates.

Inclusion & Belonging

We are committed to ensuring Pulsant is a place where everyone thrives, regardless of background or personal characteristics and we're proud that 76% of our people agree/strongly agree that they can be themselves.

In 2025 we established an Inclusion & Belonging Team to bring broader input from our people to shape our action plan. They've helped design our International Women's and Men's Day celebrations, Neuro-inclusion Workshops and opportunities for people to share their stories.

Flexible Working

We continue to monitor our flexible working provisions to ensure that individuals can take on roles, regardless of gender or caring responsibilities.

We work actively with leaders to apply this, with a specific focus on people returning to work following leave (e.g. maternity, shared parental leave etc.), and in 2025 we established our first job-share role.

Career Progression

Everyone has equal access to career development at Pulsant, and People Leaders play a critical role in shaping the experience here.

In 2025 we invested in a new People Leadership Academy, including our first in person People Leader conference, workshops, and leadership roundtables. Following positive feedback, we continue to invest and expand this with an added focus on tools that support key processes (such as performance and recruitment).



Rob Coupland
Chief Executive Officer



April Clark
Chief People Officer