



AIMING FOR BALANCE

Gender pay gap report 2025

What's the Gender Pay Gap?



Unlike equal pay, which refers to paying a man and a woman the same amount for the same/similar work (it's the law and all employers must observe it), the gender pay gap is the difference in average pay between men and women in an organisation. It's the result of gender imbalance — having more women in junior roles or fewer women in senior roles — relative to men. This means having a pay gap is likely to persist until organisations have fair representation of men and women at every level.

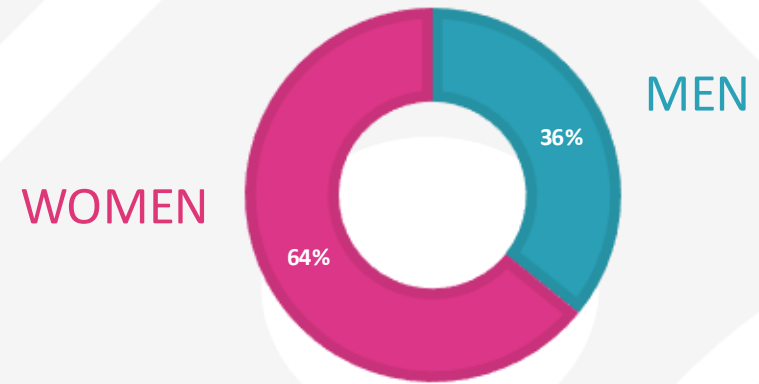
This document reports on both Sensée Ltd and Sensée Operations Limited.



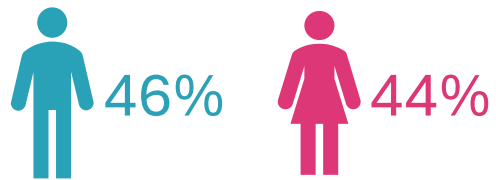
What's Sensée Ltd's Gender Pay Gap?

	PAY GAP	BONUS GAP
Mean	7.16%	2.55%
Median	0.0%	8.18%

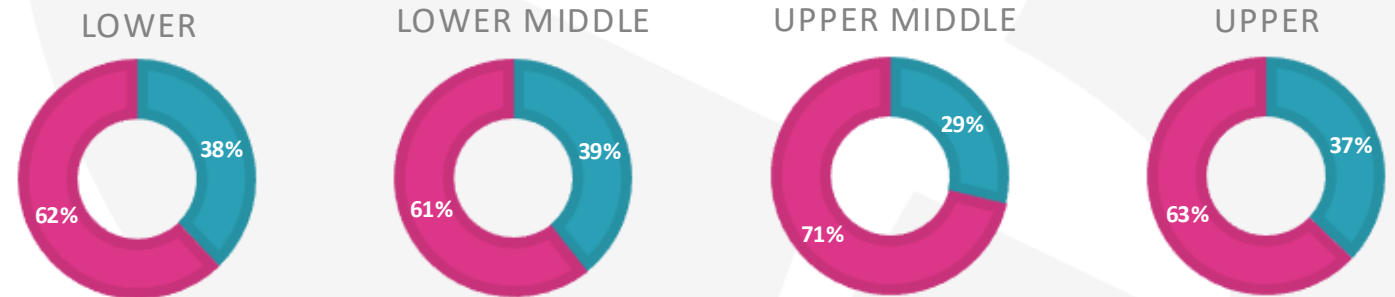
EMPLOYEES BY GENDER



EMPLOYEES WITH BONUS PAY



PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE





Continuing to reduce our gender pay gap

Based on the calculation methodology set out in the Government’s gender pay gap reporting regulations, our mean gender pay gap for 2025 has improved year on year to 7.16% in 2025, compared with 7.74% in 2024.

Our median gender pay gap remains unchanged at 0%.

Women make up 64% of our workforce and are represented across all pay quartiles. The data indicates that our remaining mean pay gap is driven primarily by the distribution of a relatively small number of higher-paid senior roles.

Our bonus participation rates are broadly similar, with 46% of men and 44% of women receiving bonus pay. However, we continue to report a mean bonus gap of 2.55% and a median bonus gap of 8.18%.

During the year, the proportion of women in the organisation increased slightly despite an overall reduction in headcount. While this represents progress, we recognise that further work is required to improve gender balance in the most senior roles and to support sustained reduction in both our pay gap and bonus gap.

We remain committed to fair and inclusive recruitment, development and progression practices, and to improving the representation of women at senior levels over time.

We confirm that the data in this report is correct.

A handwritten signature in black ink, appearing to read 'Brigitte Gratton'.

Brigitte Gratton
Chief People
Officer

A handwritten signature in black ink, appearing to read 'Steve Mosser'.

Steve Mosser
Group Chief
Executive Officer

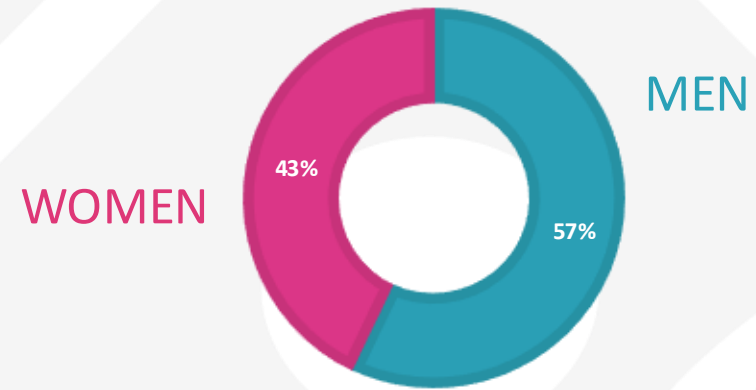
Sensée Operations Limited – Gender Pay Gap Report



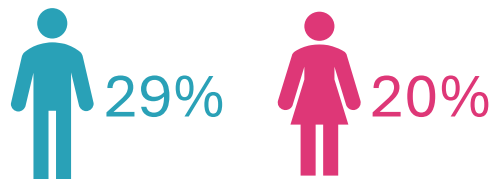
What's Sensée Operations Limited's Gender Pay Gap?

	PAY GAP	BONUS GAP
Mean	2.28%	9.14%
Median	0.0%	27.73%

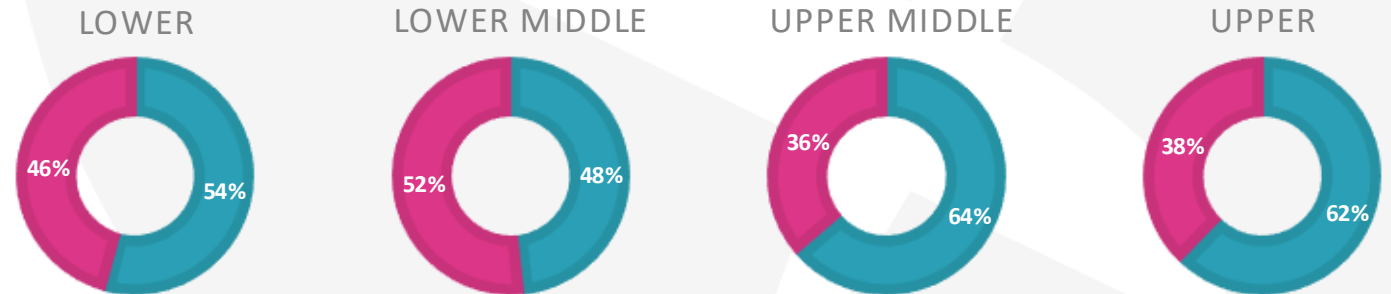
EMPLOYEES BY GENDER



EMPLOYEES WITH BONUS PAY



PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE





Continuing to reduce our gender pay gap

Based on the calculation methodology set out in the Government's gender pay gap reporting regulations, our mean gender pay gap for 2025 has improved year on year to 2.28% in 2025.

Our median gender pay gap is at 0%.

Women make up 43% of our workforce. The data shows a balanced gender distribution in the lower and lower middle quartiles, with a higher concentration of men in the upper middle and upper quartiles. This indicates that our remaining mean pay gap is driven primarily by the distribution of higher-paid senior roles.

Our bonus participation rates differ by gender, with 29% of men and 20% of women receiving bonus pay. We also report a mean bonus gap of 9.14% and a median bonus gap of 27.73%, indicating that bonus participation and bonus outcomes remain an area of focus.

While our median pay gap of 0.0% indicates pay parity at the midpoint of the organisation, we recognise that further work is required to improve gender balance at more senior levels and to support sustained reduction in both our pay gap and bonus gap.

We remain committed to fair and inclusive recruitment, development and progression practices, and to improving the representation of women at senior levels over time.

We confirm that the data in this report is correct.

A handwritten signature in black ink, appearing to read 'Brigitte Gratton'.

Brigitte Gratton
Chief People
Officer

A handwritten signature in black ink, appearing to read 'Steve Mosser'.

Steve Mosser
Group Chief
Executive Officer