

# GENDER PAY 2025

# OUR COMMITMENTS



**ANA HIGGS**  
**CHIEF PEOPLE OFFICER**

At CityFibre, we want everyone who works here to feel like they belong, not just because it is good for the business but because it is the right thing to do. When people feel respected, supported and able to be themselves, they do their best work. That is the culture we are building, and it is one I am proud to champion.

This year's gender pay report shows that our efforts are making a real difference. We have reduced our gender pay gap significantly, and that progress reflects the choices we have made as an organisation, from improving representation in senior and higher-paid roles to ensuring our reward practices are fair and transparent. These improvements are the result of sustained commitment across teams, leaders and networks.

At the same time, we know there is more to do. Women are still underrepresented in technical and senior roles, and this continues to influence our pay gap. Being open about these challenges helps us stay focused on what matters and on the impact, we still want to make.

Publishing this report is one of the ways we hold ourselves accountable. It reminds us that inclusion is not a one-off commitment. It is an ongoing effort shaped by the everyday decisions we make about how we hire, develop and support our people.

# WHAT OUR PAY GAPS MEASURE

The gender pay gaps may be confused with equal pay, but they measure something different.

## WHAT DO GENDER PAY GAPS MEASURE?

The gender pay gaps measure the difference in average hourly rate of pay between all men and women irrespective of role or seniority.

The pay gaps simply reflect the difference in the midpoints in the pay range of all males and females. We tend to focus our analysis on the median pay gaps as the median is less affected by pay outliers.

## HOW IS THIS DIFFERENT TO EQUAL PAY?

Equal pay relates to pay equality between men and women doing like for like work. Equal pay is a legal requirement.

## OUR APPROACH

At CityFibre, we are committed to equal pay. This means people are paid fairly for the roles they do, regardless of gender. We use a job family pay and grading structure to support this, and we regularly review pay to make sure roles of equal value are paid equally.

# GENDER PAY GAP AND HOW IT'S CALCULATED

The gender pay gap is calculated as the difference between average (mean or median) hourly earnings (excluding overtime) of men and women as a proportion of men's average hourly earnings.

## MEAN

The mean gender pay gap shows the difference in the average hourly rate between men and women in a company. This is not the same as 'equal pay', which is the difference in pay between men and women who carry out the same or similar jobs.

## MEDIAN

The median is the middle value of all hourly rates when ranked. That is the amount paid to the employee in the middle of the list, if employees are listed in order of pay or bonus.

The advantage of looking at the median is that it's less affected by numbers at the top end of the pay range, such as the earnings of a small number of senior executives.

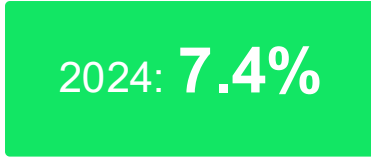
Using both mean and median figures offers different insights into the distribution of our pay and bonus data. Regulations also require us to report on both.

# OUR GENDER PAY GAP FIGURES FOR 2025

## GENDER PAY GAP IN HOURLY PAY



## GENDER PAY GAP IN BONUS PAY (annual bonus & commission)



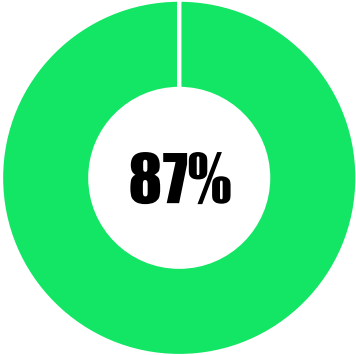
The gender pay gap at CityFibre has decreased significantly between 2024/2025.

Key drivers were gender pay adjustments, increased representation of women in higher-paid roles, more balanced bonus outcomes and the cumulative impact of several years of focused reward and talent interventions.

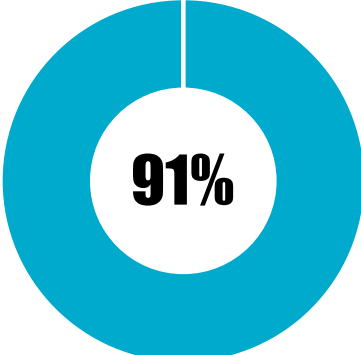
Importantly, these improvements were achieved despite ongoing organisational change demonstrating that progress is structural and sustainable.

# OUR GENDER PAY GAP FIGURES

Proportion of employees receiving a bonus



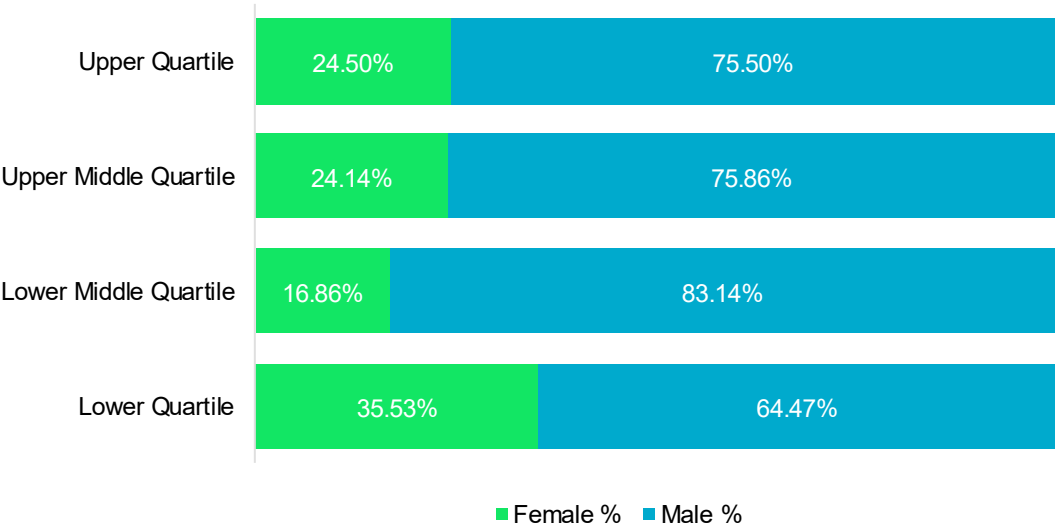
Females



Males

## Pay quartiles

(Distribution of males & females)



Although our overall headcount decreased slightly from the April 2024 snapshot date, we increased the proportion of women across the organisation.

Over the same period, female representation in the lower pay quartile reduced to 35.5% (from 44.6%), with corresponding increases across all other quartiles.

# PROGRESS DURING 2024-2025

## **BUILDING ON OUR DIVERSITY, EQUITY & INCLUSION STRATEGY & EMBEDDING IT IN OUR CULTURE**

- Everyone at CityFibre plays an important role in creating and sustaining an inclusive culture.
- The leadership team recognise their role in setting the tone for this, with diversity and inclusion action plan progress reported within regular business reviews.
- The launch of Leadership Apprenticeship programmes at Levels 3, 5 and 7 has supported the progression of internal talent into leadership roles. While not female-specific, women accounted for 48% of participants, helping to improve representation in higher-paid roles over time.
- Targeted upward adjustments in 2024 pay review and a one-off gender pay gap reviewing in October 2024 addressed a number of historical gaps.
- Shift in the curve of higher performers (rated 4) which equates to a higher bonus and has had a positive impact on our gap.

## **ENHANCING OUR DE&I NETWORKS & SHOWCASING OUR ACHIEVEMENTS**

- The gender pay gaps provide an important barometer of progress in relation to gender diversity, but they represent only one element of our broader Diversity, Equity and Inclusion (DE&I) strategy. We recognise that every individual is shaped by a unique combination of characteristics – some visible, many invisible – and our focus is on creating an environment where everyone feels supported and able to thrive.
- Our DE&I communities continue to play a key role in fostering a supportive and inclusive workforce.
- We were proud to receive the Menopause Friendly Accreditation in 2025 for the first time.
- We secured a position in The Times Top 50 for Gender Equality in 2025, the fourth time since 2021.

# PROGRESS DURING 2024-2025

## MANDATING BALANCED HIRING SHORTLISTS FOR ALL VACANCIES

- Continuing to work with our recruitment partners to ensure 50% diverse shortlists for all roles and take different approaches to recruitment that enable us to attract more women in technology roles.
- Training our people managers in inclusive hiring practices to ensure candidates have an inclusive experience throughout every step of our recruitment process as well as shifting the emphasis to hiring for potential, rather than prior experience.
- Our blended shortlists have enabled us to recruit 36% of female talent into CityFibre.
- Female leadership is up from 17% to 26% over two years.

## INCREASING THE NUMBER OF EARLY CAREER HIRES WITH FORMAL DEVELOPMENT OPPORTUNITIES TO ENCOURAGE FEMALES INTO TECH ROLES

- Like many organisations in our sector, we have a low representation of women across all levels of our organisation, but particularly in technical specialist roles where they are significantly underrepresented.
- This reflects a societal issue in the technology sector which attracts fewer women from the start of their career. Women are also less represented in senior leadership positions, which typically pay more. These are factors that contribute to our pay gap.
- Along with Ofcom and some of the UK's leading telecoms and technology organisations, we have signed Women in Tech, a pledge committing to promote the role of women in technology-based roles in the telecoms sector.

# GENDER BALANCE ACTION PLANS

## FOCUS ON THE FOLLOWING FOUR CRITICAL AREAS:



### **INCLUSIVE RECRUITMENT & HIRING**

Continuing our journey to create a gender balanced workforce by implementing the measures, processes and practices where everyone feels valued and respected because of their differences.



### **FORMALISING OUR TALENT MANAGEMENT APPROACH**

Continuing career progression and talent development support for gender inclusivity to enable us to drive diversification of our leadership population.



### **DEVELOPING ACTION PLANS FROM OUR EMPLOYEE VOICE SURVEY**

We pay close attention to our people engagement survey results, analysing these by diverse groups to understand any differences in experience.



### **CONTINUOUS IMPROVEMENT OF OUR DE&I NETWORKS**

We know that no one person is defined solely by one characteristic. Our aim is simple: we want to make sure our plans are designed for the different experiences women have, because our identities are about more than gender.

# STATUTORY DECLARATION

I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017



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Chief Executive Officer



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Chief People Officer