

Sharp Business Systems UK Plc

Gender Pay Gap Report

April 2025

SHARP



POWERED BY OUR PEOPLE

Our commitment.

At Sharp Business Systems UK Plc (SBSUK), we are committed to continuing to make SBSUK a great place to work.

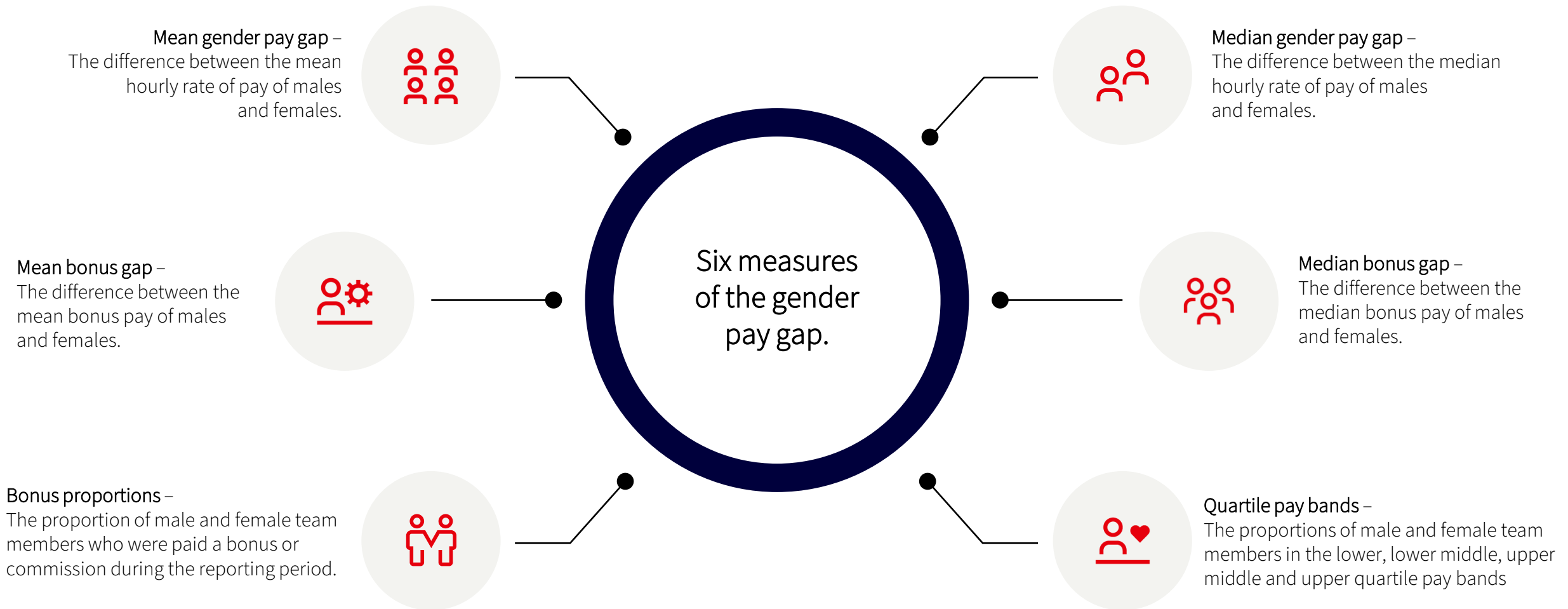
As part of this commitment to foster a collaborative environment where everyone can contribute to our collective success, we ensure fair reward and recognition for all team members.

In 2017, regulations were introduced requiring public, private and voluntary sector organisations, with more than 250 team members, to report annually on their gender pay gap using a specified 'snapshot date' relevant to their sector.



There are six ways in which the gender pay gap is calculated:

In this report, we discuss our gender pay gap and highlight the actions we are taking to ensure SBSUK is an inclusive workplace for everyone, where all team members thrive and feel empowered to make a difference.



Understanding SBSUK's pay gap.

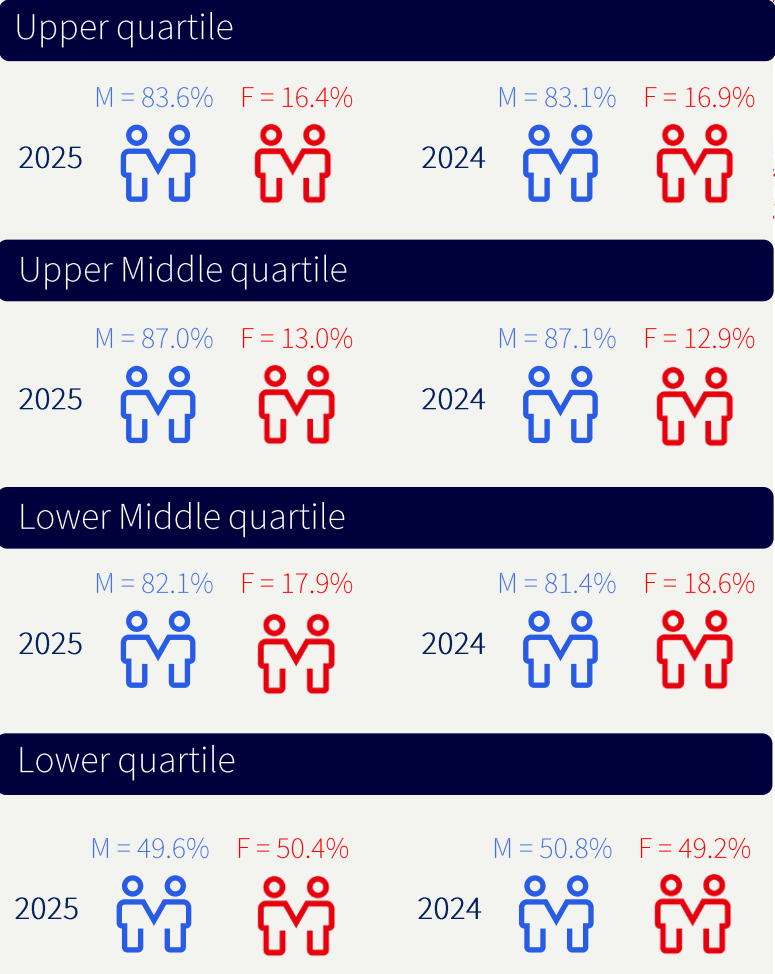
In this report, we are providing our data as of 5 April 2025 in the technology sector. As of this reporting date, our total workforce was 491 people, of which 76% were men and 24% were women.

This year, our mean gender pay gap improved from 17.7% in 2024 to 16.6%, demonstrating positive movement in the right direction. However, our median gender pay gap increased slightly, rising from 17% in 2024 to 17.8%. These figures reflect a continued imbalance in the representation of women in our middle- and upper-quartile roles, which remain predominantly male.

When compared with the UK Office for National Statistics figures for 2025 (mean 6.9% and median 12.8%), our pay gap remains higher than average, highlighting the importance of our ongoing work to increase female representation across senior and higher-paid roles.

The proportion of women in the lower quartile increased to 50.4%, showing continued strong female participation at early-career and entry-level roles. However, representation in the upper quartile (16.4%) and upper-middle quartile (13.0%) remained low. Addressing this imbalance remains a central focus of our equality and talent strategy for 2026 and beyond.

2025	2024
Mean Pay Gap – 16.6%	Mean Pay Gap – 17.7%
Median Pay Gap – 17.8%	Median Pay Gap – 17%



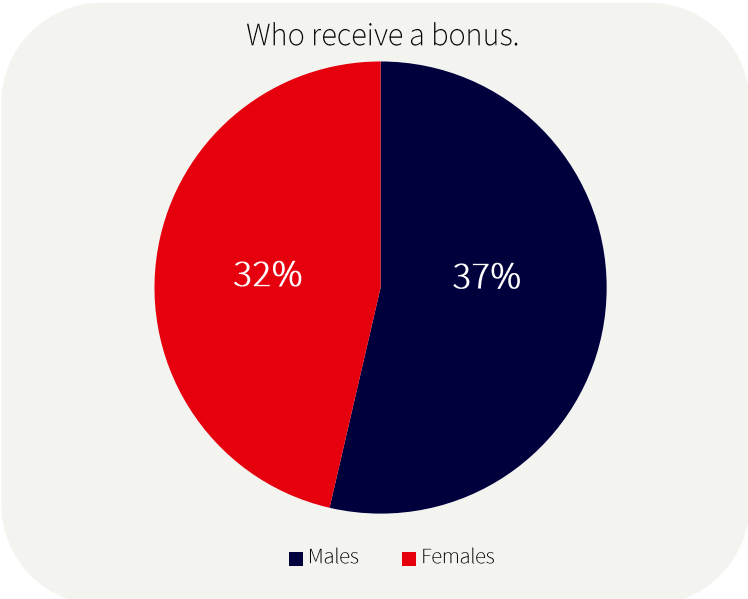
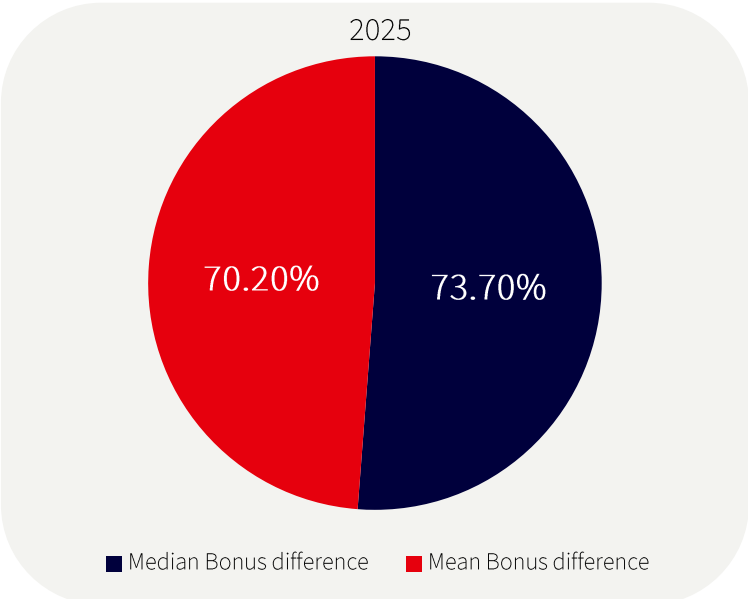
* Office for National Statistics October 2025

Gender bonus gap.

The median bonus pay difference between men and women is 73.7%, while the mean bonus pay difference is 70.2%.

During the reporting period, 37% of men received a bonus or commission, which reflects a three percent decrease compared with the previous year. In contrast, 32% of women received a bonus or commission, representing a slight increase of 0.6% from the 2024 reporting period.

While bonus and commission structures reflect performance-driven roles where men currently make up the majority of our sales and commercial workforce, this remains an important area of focus. Increasing female access to commission-earning pathways, particularly in sales, will play a significant role in narrowing the bonus pay gap over time.



Our plans to close the gap.

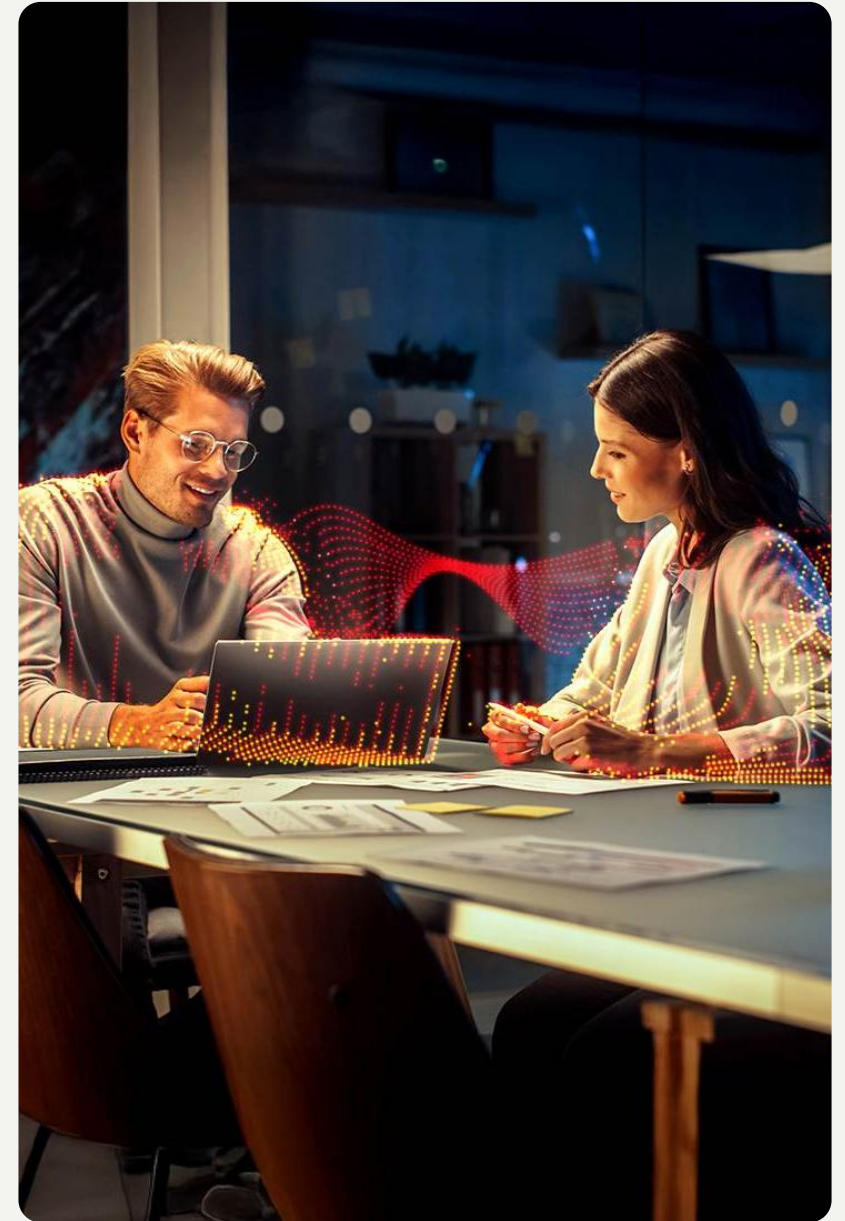
One of the most important actions we are taking to reduce our gender pay gap is to support our female team members to progress into higher paying roles through a range of development opportunities.

Some of SBSUK's key initiatives to support Learning & Development in the workplace for 2025 were as follows:

We continued to invest in developing women within our Sales teams through both the Sales Development Programme and the Sales Management Programme. As part of this, four female Account Managers participated in Module 1 of the Sales Development Programme, which focused on strengthening prospecting capability, improving qualification techniques and enhancing communication skills through workshops, coaching and structured learning.

Alongside this, one female manager enrolled on the Sales Management Programme, which supports leadership progression by building self-awareness, developing effective management behaviours and strengthening core leadership capabilities. These programmes form an important part of our approach to supporting women in progressing into more senior sales roles, ensuring they have access to high-quality development opportunities and a clearer pathway to advancement within a male-dominated industry.

We continued to strengthen our Manager Essentials programme, providing practical tools and training to help leaders succeed. As part of this, we supported three female colleagues who stepped into line manager roles in 2025 by offering bite-sized development sessions to build their confidence and foundational leadership skills.



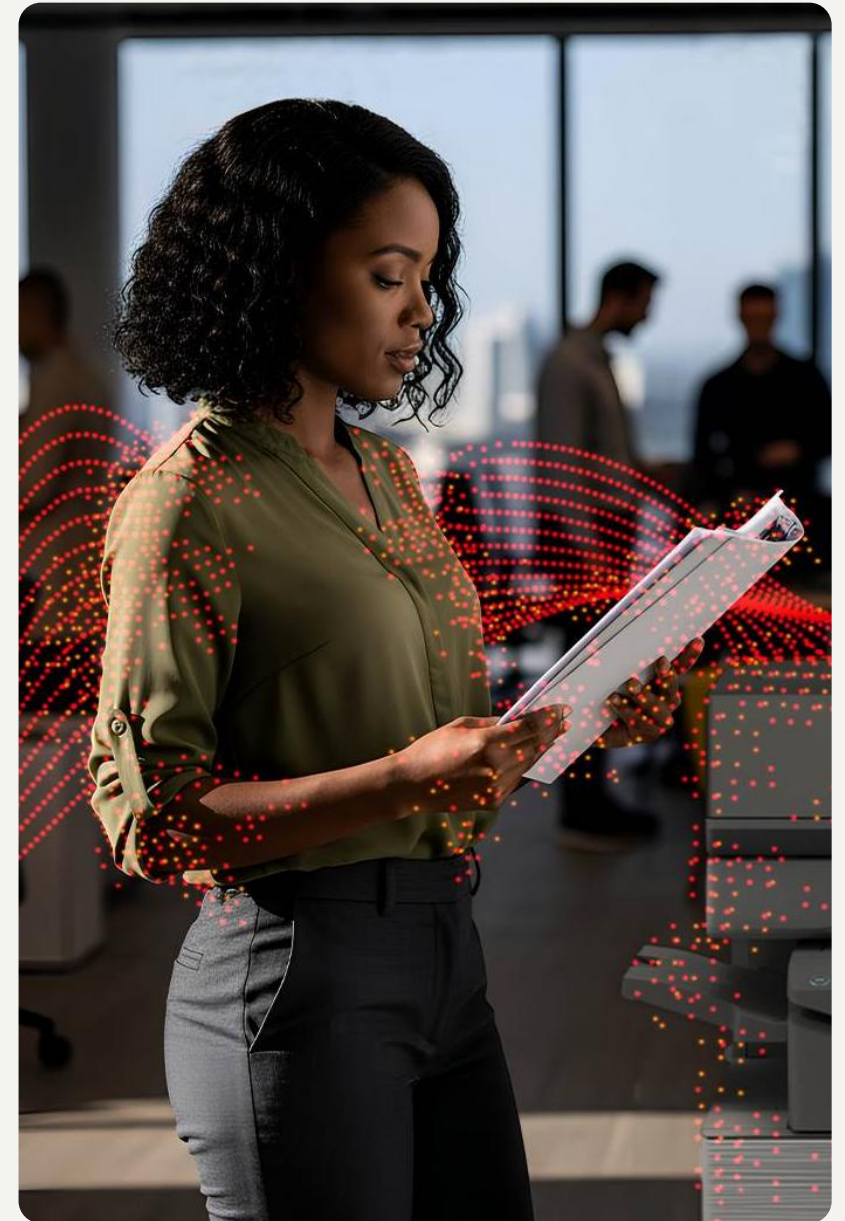
Our plans to close the gap.

We continue to have regular one to ones in place to support ongoing communication and development across the business. To further strengthen this, we endeavour to launch a future Phase 2 of our Let's Talk development conversations. This next phase will focus on creating more meaningful discussions with a stronger development focus, supporting managers to hold constructive and future focused conversations, while encouraging employees, including women, to take an active role in their own growth. These conversations are intended to build trust, improve clarity and deepen connection across teams. When they take place consistently and effectively, they help create an inclusive environment where people feel heard, valued and supported to progress.

We also had several female colleagues actively studying towards a range of apprenticeship qualifications throughout 2025, including Level 4 - Data Analyst (Including Power BI), Level 2 - Accounts and Finance and Level 3 – Microsoft Data Essentials, strengthening the upskilling of internal team members. A female colleague also began the Level 5 CIPD in People Management in June 2025, further contributing to ongoing professional development across the organisation.

In 2025, we continued to make strong progress in advancing gender equality across SBSUK, with 14 female colleagues promoted into managerial, leadership, and senior specialist roles. Promotions included: Chief People & Transformation Officer, Director of People & Talent, Director of Change, Culture & Engagement, Director of Marketing, Customer & Technical Support Advisor and Credit Control Key Accounts Lead.

As part of our focus on strengthening female progression within our People function, we relaunched the Business Partnering Essentials programme, a 15-month pathway designed to support the shift from reactive HR support to proactive, insight-led business partnering. The programme builds capability in anticipating people challenges, leading organisational change and supporting performance in a more strategic way. To help grow the pipeline of women progressing into influential People roles, a female colleague has been enrolled on this cohort, ensuring she gains structured development, coaching and the tools needed to advance confidently into a future People Partner position.



Progress in practice: stories of growth and development at SBSUK.



Victoria Thompson

Director of Change, Culture & Engagement

APMG Change Management Foundation and Practitioner

After working in change management for many years, Sharp's investment to formalise that experience through the APMG Change Management Foundation and Practitioner qualification has been a great opportunity. Completing the course has strengthened my approach to leading change, supporting my understanding of the human side of transformation and what our teams need to feel supported, confident, and engaged. It's provided the validation to underpin the practical expertise I've built throughout my career.

By building consistent capability in how we lead and deliver change, we create an environment where our teams are empowered to perform, adapt, and succeed as our business continues to evolve and transform.



Liz Paton

Communications Channel Lead

Qualification: Certificate in UX Design (QAPCUX)

I completed my Professional Certificate in UX Design (QAPCUX), a qualification that has helped transform the way I approach problem-solving and user-centred thinking. The programme challenged me to develop new creative and analytical skills, from wireframing and prototyping to understanding user behaviour and accessibility.

Gaining this certification has boosted my confidence and opened new opportunities to contribute more meaningfully to digital projects within our organisation. I'm proud of the progress I've made, and I hope my journey encourages other women to explore career pathways in design and technology.



Heather Moores

Marketing Executive

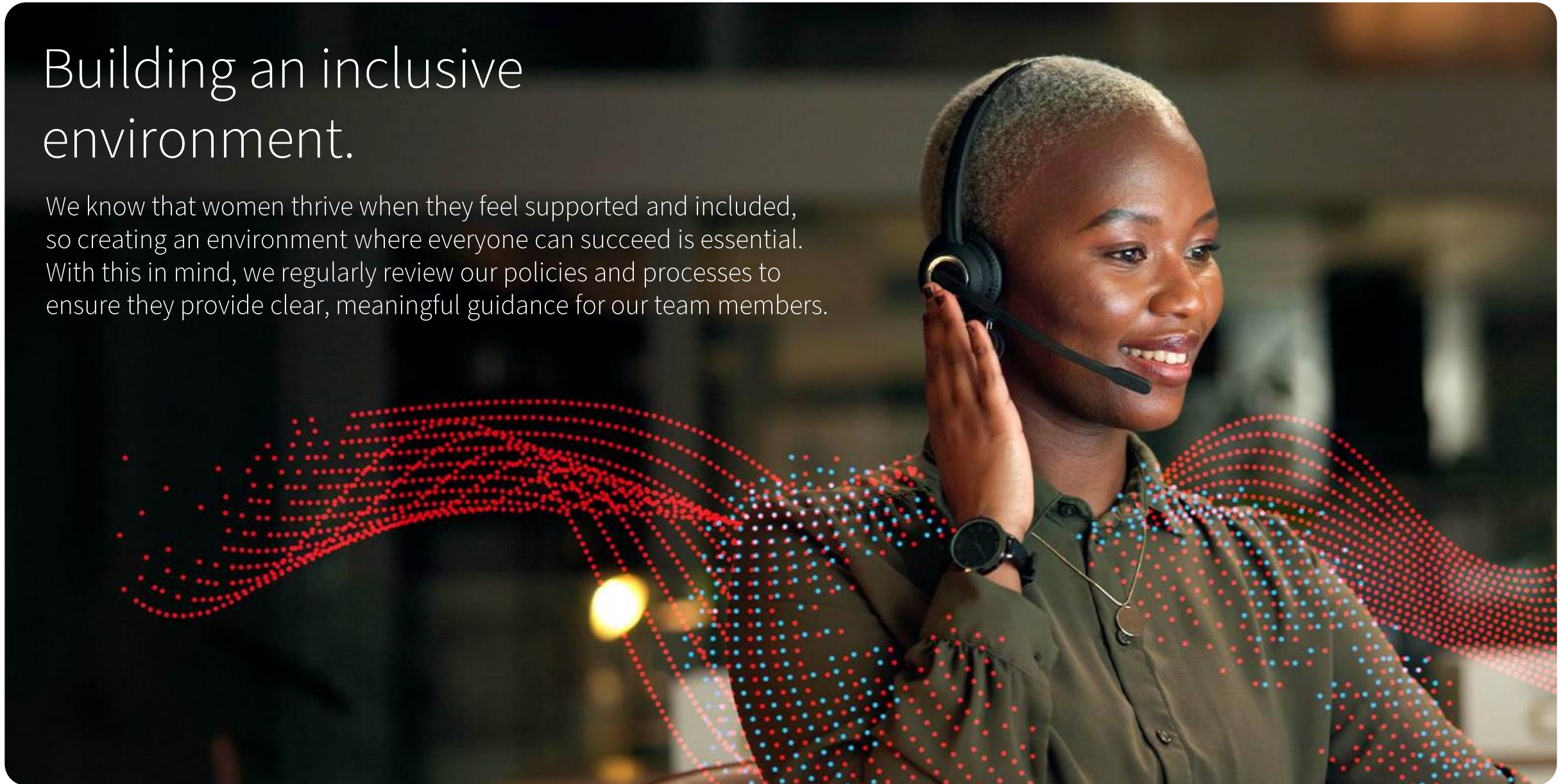
Qualification: Certificate in UX Design (QAPCUX)

In August 2025, I completed my Level 8 Professional Diploma in UX Design, which has been a significant turning point in my professional growth. It deepened my understanding of user-centred design and strengthened my confidence in applying UX principles to real projects. The hands-on work, especially around accessibility, user research, and prototyping, has refined how I approach campaigns and internal processes, ensuring everything I create is grounded in genuine user needs. It has expanded my thinking, improved my problem-solving, and equipped me with practical tools I now use across content, journeys, and stakeholder collaboration.

I'm proud of this achievement, and it has motivated me to continue developing my expertise and bringing a thoughtful, user-focused mindset into my role.

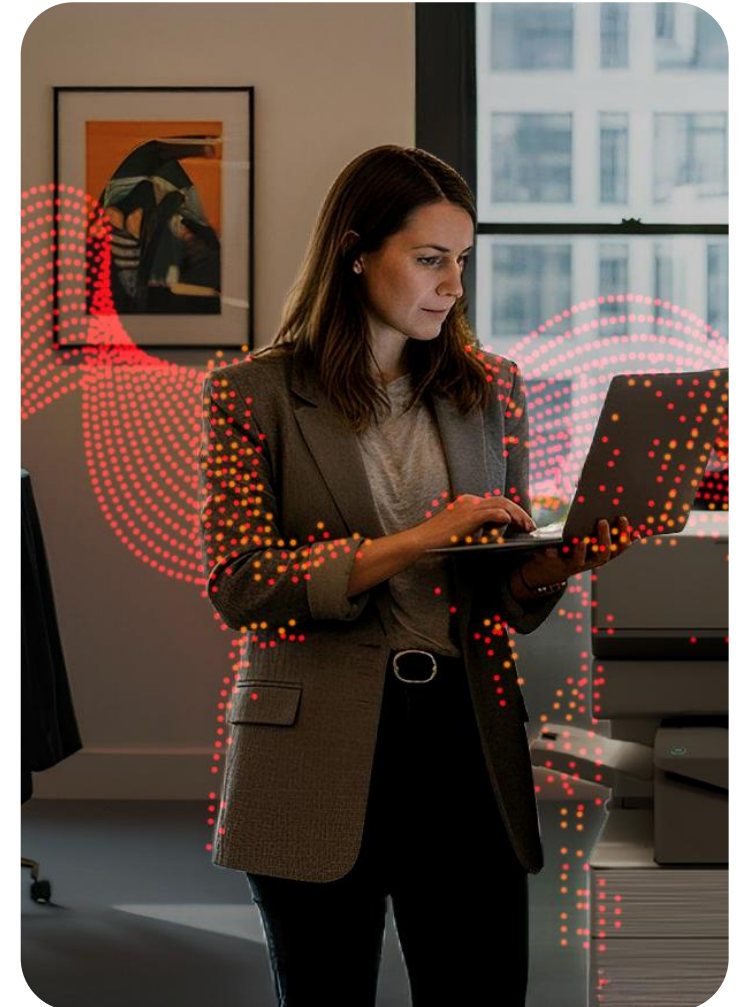
Building an inclusive environment.

We know that women thrive when they feel supported and included, so creating an environment where everyone can succeed is essential. With this in mind, we regularly review our policies and processes to ensure they provide clear, meaningful guidance for our team members.



Some of SBSUK's key initiatives to support the building of an inclusive environment in 2025 were as follows:

- We introduced our Neonatal Care Leave policy, providing up to 12 weeks' leave, including two weeks at an enhanced rate. This offers vital support to colleagues whose newborns require hospital care, enabling them to focus on their family when it matters most.
- We continue to offer Hybrid Working for our office-based roles, promoting greater flexibility and balance between work and home life. This supports the diverse needs of our workforce, including parents and team members with caring responsibilities, and reflects our commitment to making Sharp a great place to work.
- We launched our Sexual Harassment Policy, reinforcing our commitment to a safe, respectful, and inclusive working environment. The policy outlines clear reporting routes and the steps we take to prevent sexual harassment. Alongside this, all colleagues have completed training, with additional manager-specific training to strengthen awareness, prevention, and confidence in raising and responding to concerns.
- We strengthened minority ethnic representation at the senior level through the formation of our new Senior Leadership Team, which includes a female leader from a minority ethnic background. Increasing representation at this level enhances visibility, provides diverse role models, and supports our wider aim of building a more inclusive and equitable leadership pipeline across the organisation.
- We strengthened our recognition culture through Kudos Club, our platform that encourages colleagues to appreciate and celebrate one another. In June 2025, we opened visibility so all nominations could be seen across the business. From June to December 2025, we received 218 nominations, of which 110 recognised female colleagues. This continues to support a culture in which recognition is integral to how we work, and achievements are shared and celebrated.

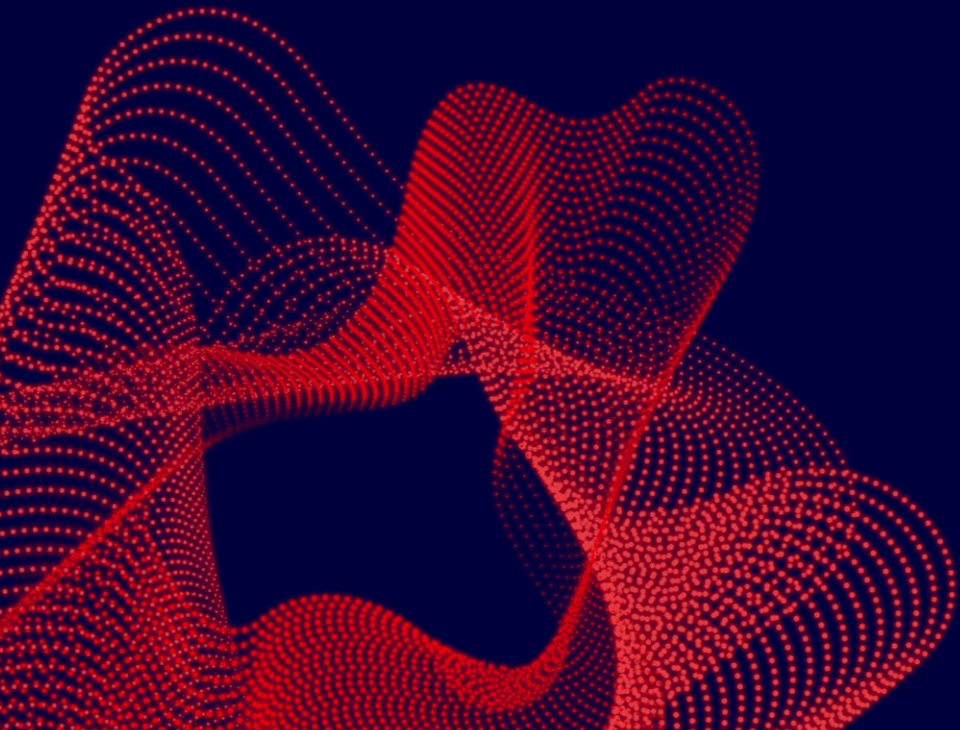


Employer brand.

We are committed to strengthening our employer brand by creating an inclusive environment where women feel supported, valued, and able to progress. By actively showcasing the positive experiences, development opportunities, and role models within our organisation, we aim to build a workplace that reflects a wide range of perspectives and fosters a sense of belonging for everyone. Strengthening our culture, visibility, and internal support structures helps enhance our reputation as an employer of choice for women in the technology sector.

Some of SBSUK's key initiatives to support the recruitment of females in 2025 were as follows:

- We continue to recruit all team members in line with SBSUK's Pay and Grading Policy, which ensures every role is accurately benchmarked, legally compliant, and supported by a clear framework for managing remuneration fairly and consistently. By following these standards, we strengthen our approach to pay equity and support efforts to reduce the gender pay gap, ensuring all team members are rewarded appropriately for their skills, experience, and contribution to SBSUK.
- We strengthened our ability to attract female talent by enhancing the visibility of women across the organisation, particularly within our senior leadership structure. Our newly formed Senior Leadership Team includes three female leaders, and we continue to maintain female representation within our Executive Team. This reinforces an inclusive culture where women can see themselves reflected in senior decision-making roles and feel supported to thrive.
- We also continued to improve key elements of the employee experience by strengthening our onboarding and face to face induction offer and rolling out updated compliance and sexual harassment training for all team members to ensure a safe, respectful and supportive workplace. These initiatives enhance our employer brand, which in turn helps attract more women to join our organisation.



A statement from Donna Carrick, Chief People & Transformation Officer.



Donna Carrick

Chief People &
Transformation Officer



At Sharp Business Systems UK, we are committed to building a fair and inclusive workplace where everyone can develop, progress, and succeed. Gender equity is not a one-off initiative - it is an ongoing responsibility that sits at the heart of how we lead, develop talent, and shape our culture.

Our 2025 Gender Pay Gap data shows encouraging progress, but it also highlights where further action is needed, particularly to increase female representation in our middle and upper pay quartiles. Being open about that challenge is an important part of how we drive meaningful change.

We are actively investing in development, strengthening our talent pipelines, and addressing barriers that can limit progression into senior and higher-paid roles. This work spans how we attract

talent, how we support career development, and how we create the conditions for long-term success across the organisation.

As we look ahead to an even stronger 2026, our focus remains clear: to build a workplace where opportunity is shaped by talent, ambition, and contribution - not gender.

This progress is powered by our people, and I am proud of the commitment and accountability I see across Sharp Business Systems UK as we continue to build a more inclusive future together.

I confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Donna Carrick

Chief People & Transformation Officer
Sharp Business Systems UK PLC



Stuart Sykes

Chief Executive Officer
Sharp Business Systems UK PLC

