



# Bytes Software Services Ltd Gender Pay Gap Report 2025

# Gender Pay Gap Narrative - Development, Progression & Recruitment

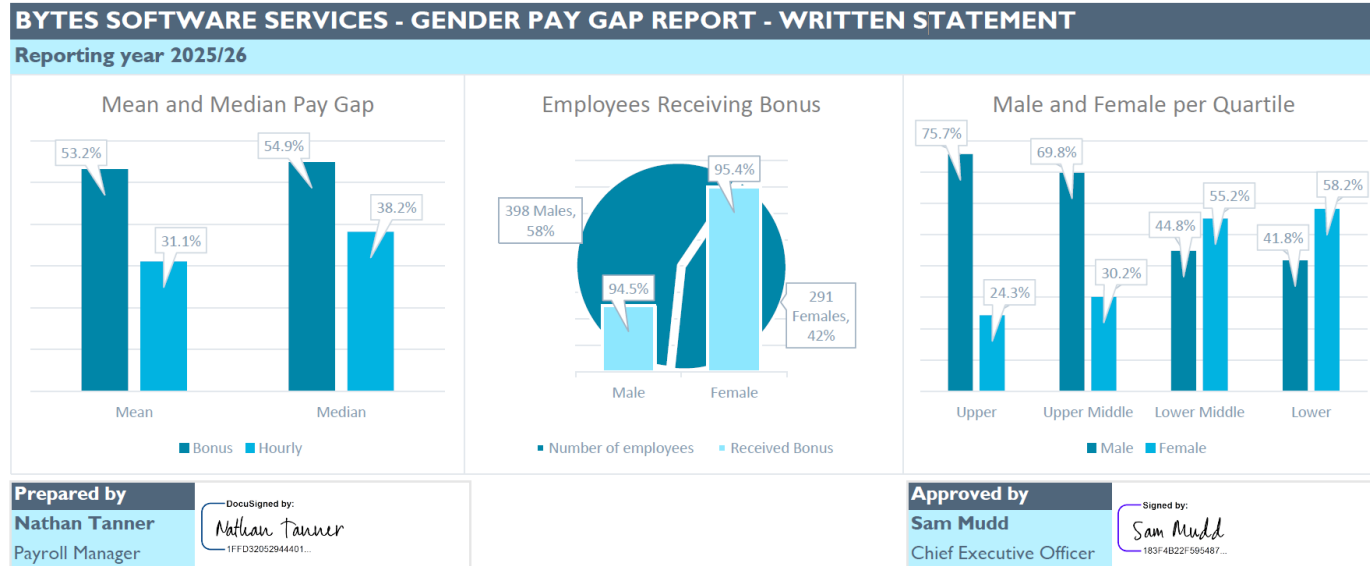


The primary factor influencing our gender pay gap is the distribution of roles across our organisation. Women are less represented in senior, technical, and commercial positions roles that typically carry higher pay and bonus potential and addressing this imbalance is central to our long-term strategy.

This year we made material investment in that pipeline, over 200 women participated in management development, capability building, and professional certification programmes. 72% of all promotions were achieved by women. These are early indicators of a shifting talent base, not yet fully reflected in the headline numbers.

Where the gap remains most visible is recruitment into technical, sales, and IT functions - the roles that lead to higher pay and senior progression. Female hiring into these functions remains between 25% and 35%. That is where our focus intensifies in the year ahead.

We are reporting honestly on where we are. The intent is genuine, the investment is real, and the direction is clear.



## Declaration

The gender pay gap calculations in this report are accurate and meet the methodology set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

# Investing in Women's Leadership & Management Development

A key driver of long-term gender balance is ensuring that women have access to leadership pathways and the confidence, skills, and support to progress.

Over the past year:

**61 women** participated in structured management and mentoring development, including:

- How To Win leadership and mindset programmes
- Introduction to Management
- Managing People
- Mental health awareness and manager support training
- Targeted mentoring, mindset, and resilience sessions

This represents a meaningful investment in building a stronger pipeline of future female leaders and increasing women's readiness for management and senior roles.

# Building Broader Professional & Technical Capability

Beyond leadership, we have focused on strengthening women's technical, professional, and career-accelerating skills.

Over the last year:

**284 women** completed targeted skills development in areas including:

- Communication, presentation, negotiation
- Excel, Power BI, and data capability
- Time management and critical thinking
- Customer service and stakeholder engagement
- Mental health awareness for all colleagues

This breadth of learning ensures women are equipped with the practical skills needed to thrive and progress.

# Supporting Women into Technical & Specialist Roles

We are committed to increasing female representation in technical, specialist, and higher-paid role families areas that have historically seen lower participation across the wider tech sector.

**199 women** achieved professional certifications, including:

- Microsoft Fundamentals, Azure, Security, Identity
- PRINCE2 and project leadership
- ITIL and service management
- Cloud optimisation and sustainability
- ISO standards and auditing
- Software asset management

This reflects a growing population of highly skilled female professionals and supports our ambition to diversify talent across all technical levels.

# Strengthening Our Progression Pipeline

The combined impact of leadership development, skills training, and professional accreditation is supporting more women to progress internally.

Over the reporting period:

**72% of all promotions** were achieved by women.

This demonstrates that women are advancing successfully through the organisation via job moves, title progression, and promotion into higher-level roles. These actions directly address structural drivers of the Gender Pay Gap by widening access to progression pathways.

# Recruitment & Representation

Recruitment activity over the past year shows positive trends in several areas, with: **43% of all new starters being women.**

However, representation varies significantly by function. Strong female hiring was seen in:

- Legal (100%)
- People (55%)
- Sales Operations (65%)
- Finance (72%)
- And the appointment of our new female Chief Commercial Officer to EXCO

Roles aligned to our higher-paid job families particularly Sales, Technology, and IT continue to attract predominantly male applicants, with female recruitment between **25% and 35%**. This uneven distribution remains a key driver of our Gender Pay Gap, as fewer women enter the senior and technical pathways where earning potential is highest.

Our focus for the year ahead includes:

- Diversifying talent attraction strategies
- Increasing visibility of women in specialist and senior roles
- Strengthening partnerships that grow access to female talent
- Continuing to promote inclusive hiring practices and balanced shortlisting

# Our Commitment Going Forward

We recognise that real progress requires sustained investment in capability, culture, and opportunity. Over the past year, we have taken meaningful steps to build a stronger pipeline of female talent through management development, technical accreditation, career progression, and more balanced recruitment.

We remain committed to:

- Increasing female representation across technical and senior pathways
- Continuing to invest in women's skills, confidence, and career growth
- Embedding equitable access to development and progression
- Addressing structural drivers of the Gender Pay Gap with targeted action

Reducing the Gender Pay Gap is a long-term commitment. Our work this year demonstrates clear intention and measurable progress, and we will continue to build on this foundation as we move into the year ahead.

“Closing the gender pay gap is a critical part of building a fair and high-performing organisation. It requires transparency, accountability, and sustained action and we are committed to all three. Publishing our gender pay gap is an important step in understanding where we stand. What matters most is the action that follows, and we are committed to driving real, measurable progress”



**Sam Mudd**  
Chief Executive Officer