

## OUR 2025 GENDER PAY GAP REPORT

### Executive Summary

Paragon is sharing this report in line with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, which require UK companies with 250 or more employees to publish their gender pay gap data.

We fully support the goal of these regulations - to increase transparency around gender pay within our business and across the industry.

As our Company grows through acquisitions, we're committed to integrating new teams and sharing best practices to create a fair and inclusive workplace.

To meet the reporting requirements, we've analysed our gender pay gap by legal entity. This report covers the following companies with 250 or more employees as of 5 April 2025:

- Paragon Customer Communications Limited; and
- Paragon Customer Communications (London) Limited

We are dedicated to publishing this report annually and taking action to improve gender pay equity, reinforcing our commitment to a fair and inclusive workplace.

### The Report

This report shows the differences in the average (median and mean) earnings of male and female employees, irrespective of their roles.

The 2025 report provides a snapshot of the gender balance within each Company as of 5 April 2025 and includes:

1. The difference in the mean and median pay of male and female employees
2. The difference in mean and median bonus pay of male and female employees
3. The proportions of male and female employees who were paid a bonus in the previous year
4. The number of male and female employees employed in quartile pay bands

The gender pay gap differs from equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value.

## Gender Pay Gap

### Difference between men and women

The table below shows our mean and median hourly pay and bonus pay gaps. The hourly pay gap is based on the snapshot date as of 5 April 2025. The bonus pay gap is based on the 12-month period to 5 April 2025.

	Paragon Customer Communications Ltd	Paragon Customer Communications (London) Ltd
Hourly Pay (Mean)*	25.1%	12.9%
Hourly Pay (Median)*	25.9%	18.0%
Bonus Pay (Mean)*	31.4%	59.4%
Bonus Pay (Median)*	29.6%	-7.8%

\* For the purposes of Gender Pay Gap reporting, pay is expressed as an hourly rate and is calculated taking into account ordinary pay and the weekly working hours for relevant employees.

## Proportion of Employees Receiving a Bonus

### By gender

The table below shows the proportion of male and female employees who have received a bonus payment in the 12 months to 5 April 2025.

	Paragon Customer Communications Ltd	Paragon Customer Communications (London) Ltd
Proportion of males receiving a bonus payment	22.9%	20.2%
Proportion of females receiving a bonus payment	17.5%	18.3%

The nature of how the business has grown has had an impact on our gender pay gap. Having grown largely through acquisition and employee transfers under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (“TUPE”), we have a mix of terms and conditions. This is particularly prevalent in some areas of our business, where contractual bonuses are reflected in the reporting.

## The percentage of Male and Female Employees

### By quartile

The following table shows the gender distribution across the reporting companies in equal-sized quartiles as of the snapshot date of 5 April 2025.

	Paragon Customer Communications Ltd		Paragon Customer Communications (London) Ltd	
	Males	Females	Males	Females
<b>No. of Relevant Employees</b>	<b>167</b>	<b>102</b>	<b>1641</b>	<b>1046</b>
<b>Lower Quartile</b>	<b>39%</b>	<b>61%</b>	<b>46%</b>	<b>54%</b>
<b>Lower Middle Quartile</b>	<b>63%</b>	<b>37%</b>	<b>59%</b>	<b>41%</b>
<b>Upper Middle Quartile</b>	<b>70%</b>	<b>30%</b>	<b>69%</b>	<b>31%</b>
<b>Upper Quartile</b>	<b>76%</b>	<b>24%</b>	<b>70%</b>	<b>30%</b>

## Our Commitment

At Paragon, our commitment to equity isn't static - it's active, evolving, and embedded in how we operate every day. We are focused on creating an environment where every colleague has a fair and transparent opportunity to succeed, and where respect and inclusion are non-negotiable.

Over the past year, we have continued to strengthen our approach to hiring and progression, placing greater emphasis on consistency, transparency, and equitable decision-making. Alongside this, we regularly review our roles, pay structures, career pathways to ensure they remain fair, clearly understood, and reflective of the diverse talent across our organisation. We have also enhanced our maternity and paternity leave policies, reinforcing our commitment to supporting colleagues at critical moments in their lives and careers.

We recognise the reality of the sectors we operate in - many of which are traditionally industrial and male-dominated - and the structural challenges that come with that. Rather than accepting this as a given, we are intentionally investing in learning, development, and targeted initiatives that support the attraction, development, and progression of women across the business. This long-term focus is critical to sustainably narrowing our gender pay gap.

Creating meaningful change also requires visibility, representation, and community. The Paragon Women's Network continues to play a vital role in this, connecting colleagues across the business, creating space for honest conversations, and driving forward ideas that lead to tangible action. Through mentoring, panel discussions, and engagement sessions, the network is helping to build confidence, capability, and a stronger sense of belonging.

This year, we built on that momentum through our annual International Women's Day client event, bringing together diverse voices to explore the issues that matter most. From discussions on building visibility and personal brand, to conversations around career progression for women in tech, the event was designed to equip and empower women to progress with confidence while

strengthening the behaviours that underpin high-performing, inclusive teams. Importantly, it also allowed us to extend our impact beyond Paragon, reinforcing our role in influencing change across the sectors we serve.

We know there is more to do. But we are clear on the role we play and the responsibility we hold. By continuing to challenge ourselves, invest in our people, and take deliberate action, we are building a workplace where everyone has the opportunity to thrive - and where lasting, meaningful progress is made.

## Declaration

We confirm that our gender pay data has been calculated in line with the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Signed: .....  
*Phil Jackson*  
*Director, Human Resources*