
GENDER PAY GAP REPORT

2024



FOREWORD

In 2020, Xodus set out with a mission to significantly reduce our gender pay gap. Our goal was to halve it within five years.

Now, just a year away from this benchmark, we can report that having started with a median gap of 42.5, it has been reduced to 29.4. While we are pleased with this progress, we know that there is still work to be done.

In the last four years, we have learnt that this change will take time. But we remain focused on becoming THE place to work.

Since the last report we have introduced stage one of our salary transparency programme, empowering pay discussions and driving a more open and fair workplace culture. Transparency benefits everyone and research tells us that this is crucial in closing the gender pay gap.

Flexibility and autonomy in the way we work is highly valued, with leadership committed to making it a core part of our culture. We want to make continual improvement and ensure it is applied equitably across the business.

An example of this is the launch of a nine-day-fortnight in February this year. We also want to attract and recruit the best people, and have developed recruitment strategies which focus on best practice hiring with inclusivity at the forefront.

We understand that equity requires sustained effort and commitment. Whilst we are only required to report our gender pay gap (GPG) in the UK, we will be reviewing and sharing our learnings across our other regions to drive improvements globally.

At Xodus we believe that inclusivity is key to empowering employees to reach their full potential. We foster a culture where everyone, regardless of gender, background, ethnicity, or other attributes, feels valued, included, and able to grow and thrive; an environment where employees feel like they belong from day one.

I encourage and welcome everyone's engagement in this important journey.



“It is the responsibility of all of us to make Xodus THE place to work, and by working together, I believe we can.”

Tracey Hart, Chief People Officer



OUR GENDER PAY GAP

Xodus offers equal pay, but has a gender pay gap by having fewer women in senior positions and more women in entry level positions. We want to be a company where we have women more equally represented at all levels of our business, and we will achieve that by ensuring we are an attractive place for women to work. We want to remove the barriers that stand in the way of a diverse workforce.



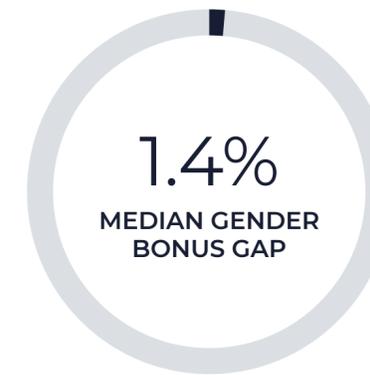
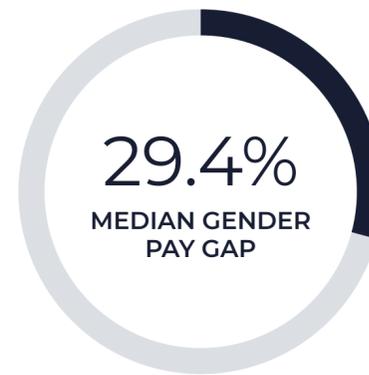
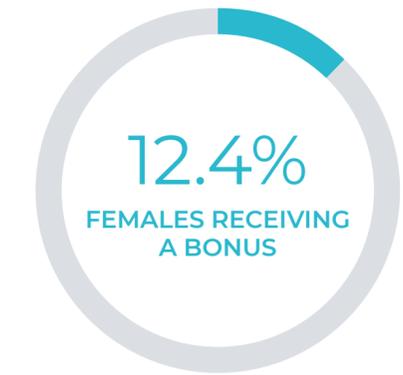
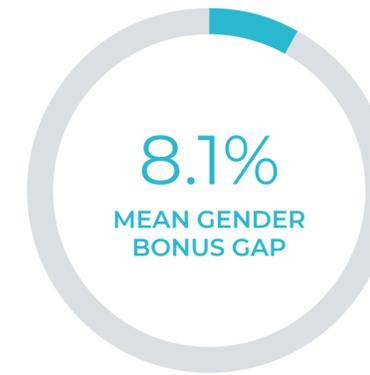
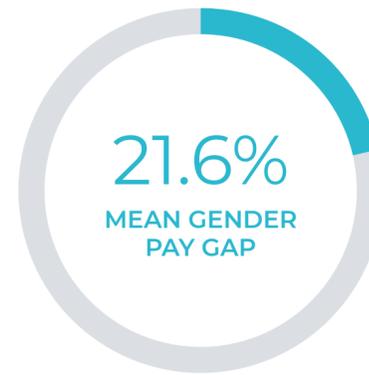
Currently of 347 relevant employees*, 39% are female and 61% are male.

Since we first started reporting, the mean GPG has reduced by 7% while our median GPG has reduced by 13%**. In the last year the gap has reduced by almost 7%. This demonstrates that our actions continue to move us in the right direction.

The proportion of females receiving a bonus has increased bringing it more in line with the proportion of males receiving a bonus.

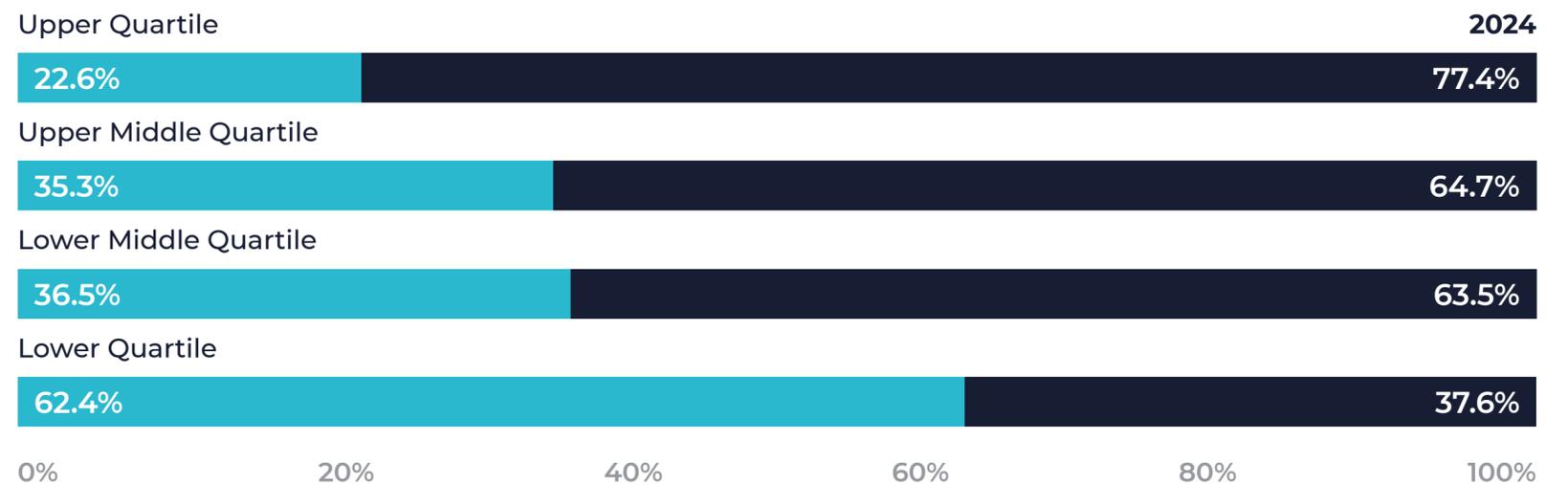
*Based on government reporting guidelines.

**The mean calculation is an average of all the pay or bonus earnings of male and female employees. The median is the mid-point in a list of all the pay and bonus earnings of male and female employees.



PROPORTION OF FEMALES AND MALES BY PAY QUARTILE

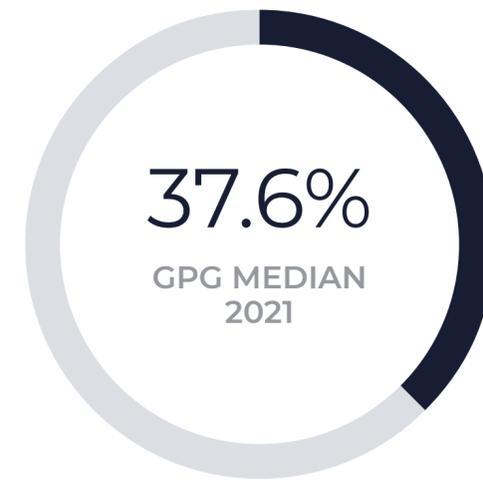
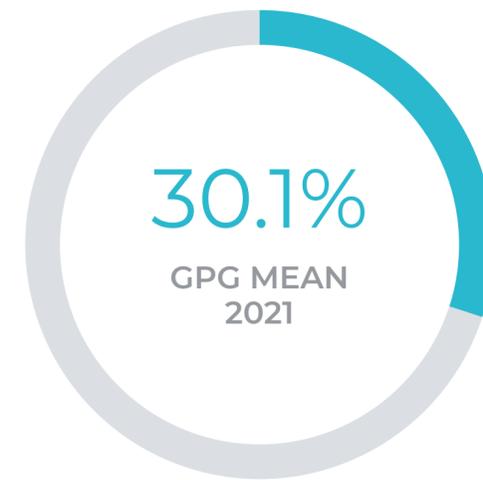
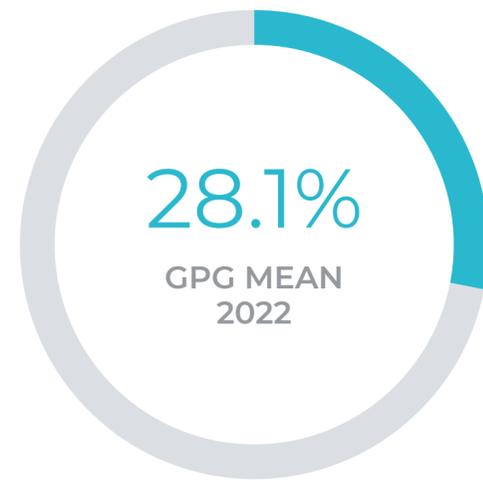
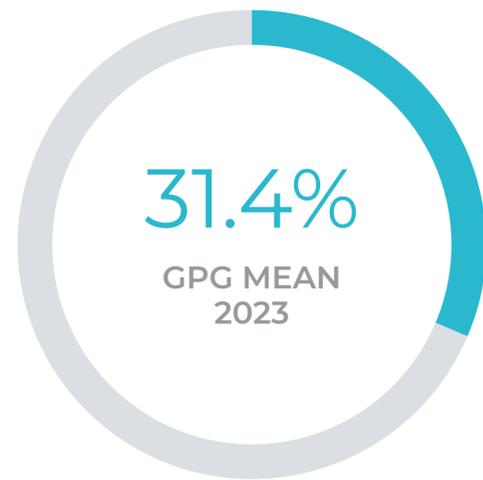
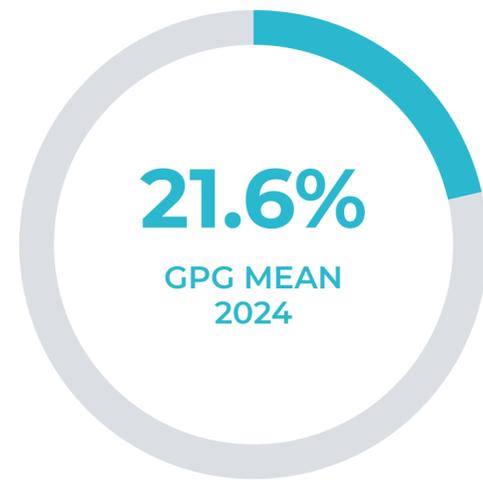
● FEMALE ● MALE





OUR GENDER PAY GAP

Mean GPG reduced by **6.8%** since we started reporting
Median GPG reduced by **13.1%** since we started reporting





MEAN GENDER BONUS GAP



MEDIAN GENDER BONUS GAP



FEMALES RECEIVING A BONUS



MALES RECEIVING A BONUS





ELEV8 SPOTLIGHT

Since 2020, we have seen a steady increase in the proportion of women in senior roles.

2024 is the first year representation has exceeded 25% in the upper quartiles. Further supporting this, data indicates that women generally achieved promotions at a faster rate than men across technical and operational functions. This suggests a positive movement towards gender equity in promotion rates and representation.

To support this, our leadership development program Elev8 which is designed to empower women within Xodus, is now moving into its third successful year. In this time 45 women have participated in Elev8, with 30 participants in this current programme.

Launched as a pilot in 2023, the six-month program offers participants a supportive network, bespoke coaching, and tools to navigate career headwinds. Through workshops and group coaching sessions, Elev8 focuses on building skills in career activism, resilience, and personal impact.

Following its initial success, with half of the participants achieving promotions or positive lateral moves, Elev8 has expanded globally with two new cohorts including employees from Australia, UAE and America.

ELEV8 Elevating Women at Xodus.



“We can often feel pressure to fit a mould at work, but the initiative has taught me to be more confident and assertive in my decision making. I’ve learned that risks can be great opportunities, rather than something intimidating. The programme gave me the confidence to push myself out of my comfort zone and go for it, and I’m so pleased I did.”

Debs Morgan, EIA Delivery Lead



LICENCE TO HIRE PROGRAMME

Hiring talented people into roles at Xodus is important to us.

In 2024, we saw a positive trend in our recruitment efforts globally, with the proportion of women hired increasing from 35% in 2020 to 46% in 2024. The trend for senior positions is also improving, with an increase from 19% in 2020 to 43% in 2024.

To support this, Xodus is progressing its Licence to Hire Programme. The programme is designed to equip hiring managers with the tools, knowledge and skills necessary to ensure that recruitment practices are inclusive and equitable to attract a wide range of talented candidates. Licence to Hire's successful adoption in last year's Executive Team recruitment has strengthened female representation at senior levels, bringing in individuals who were selected based on their strong leadership abilities through the recruitment processes. They also contribute fresh perspectives and strengthen female role models in the business.

This shift is driven by data and insights that prove inclusive leadership and workplaces result in resilient, future-proof workforces. When individuals from different backgrounds, experiences and viewpoints collaborate, it sparks creativity and leads to innovative solutions and more comprehensive and informed decision-making.



“The recruitment process at Xodus was a refreshing and enjoyable experience and unlike others I’ve had before. It truly focused on understanding my unique qualities and strengths, in essence what made me, me. Additionally, it considered how the entire Executive team would collaborate effectively and our strengths overall in order to be a high performing team.”

Helen Simms, Chief Operating Officer



THE PLACE TO WORK COMMITMENTS

Our five workplace commitments build on the progress we've made in recent years and reflect our core values in fostering an inclusive and diverse workplace, that make Xodus THE place to work.

These commitments provide a shared framework of goals and language that can be embraced across our business. Our mission for 2025 is to clearly communicate these commitments, inspire engagement and empower our people to integrate them into their areas of the business, thereby cultivating a culture of shared responsibility and collective impact.

We remain committed to advancing the key initiatives that enhance our workplace and support our people. Our priorities include furthering pay transparency, progressing flexible working, expanding the Licence to Hire program globally, and strengthening our induction process.

Additionally, we will continue developing tools and resources to highlight career pathways, develop support for parental / carer returners, evolve the Elev8 principles across additional career stages, and refine our talent mapping strategy to foster growth and inclusivity across our organisation.



We open the door

Why? Xodus is a place where innovative thinking is key, and this is only possible with a diverse talent pool. To ensure we have a rich and diverse workforce we will address any biases.



We break down barriers of accessibility

Why? For every person at Xodus to thrive we will create an even playing field. We will break down the barriers that exist for people so that they can truly be their best selves at work.



We solve clients' problems with diverse teams

Why? Excellence is at the very core of what Xodus does and the only way to deliver excellence is through diverse teams. Great minds don't all think alike.



We prioritise the psychological safety and wellbeing of each other

Why? To be our best we have to feel our best so we will create open and safe environments where all our people can contribute.



We recognise the right to a life outside of work

Why? We know that being a great problem solver is so much more than being a person behind a desk 9-5. We will enable a work life balance that creates the space to do all the things that make a person themselves.



STATUTORY DISCLOSURES

Xodus Group Ltd	Mean	Median
Gender Pay Gap	21.6%	29.4%
Gender Bonus Pay Gap	8.1%	1.4%
Proportion receiving a bonus		
Female		12.4%
Male		9.0%

Proportion of females and males by pay quartile		
Quartile	Female	Male
Upper	22.6%	77.4%
Upper Middle	35.3%	64.7%
Lower Middle	36.5%	63.5%
Lower	62.4%	37.6%

Declaration
 We confirm the Xodus GPG calculations are accurate and meet the requirements of the regulations.

Tracey Hart,
Chief People Officer