



Gender Pay Gap Report

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Together we're creating
a more secure digital future

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Foreword

Michelle Van de Velde
Chief People Officer



| Foreword

I am pleased to introduce this year's Gender Pay Gap Report. As a business operating in the fast-evolving cyber security sector, we know that diversity, particularly gender diversity, is essential to our long-term success. An inclusive workforce strengthens our ability to innovate, adapt and deliver exceptional outcomes for our clients.

At NCC Group - as a people powered, tech enabled business - we create a workplace where everyone can contribute, develop and be rewarded fairly, which remains central to how we operate. This Gender Pay Gap Report provides transparency on the progress we are making and the work still required to achieve balanced representation across our organisation.

Gender pay gaps do not reflect unequal pay for equal work. At NCC Group, roles are benchmarked against the external market and assessed through a robust job framework to ensure colleagues are paid fairly for the role they perform. Instead, our gender pay gap is driven by representation - particularly the imbalance of women and men across different levels of the organisation, most notably in senior and technical roles.

Over the past year, we have taken meaningful steps to accelerate change. We have seen an overall reduction in the UK gender pay gap, continued movement of women into higher pay quartiles, and improved representation across most areas of the business. The introduction of our job framework and revised pay principles has strengthened our ability to make equality-driven pay decisions, while providing greater consistency and transparency across pay reviews.

We are proud of our longstanding partnership with organisations that champion female leadership in cyber, and we remain focused on creating an environment where women can thrive at every stage of their career.

Alongside this, we have continued to invest in inclusive talent attraction, development and retention. Our recruitment practices focus on fair, objective assessment, while our development programmes, family-friendly policies and inclusive leadership training are designed to support colleagues at every stage of their careers.

These efforts are reflected in balanced performance outcomes and growing female representation, particularly within our corporate functions.

However, we remain clear about the challenges ahead. We continue to navigate the well-recognised challenges within our industry, alongside a year of transformational change across the Group.

Progress is not yet consistent across all parts of the Group, and representation at the most senior levels - especially within security and technical roles - continues to impact our overall results. Change in these areas takes time, sustained focus and accountability.

As we look forward, we remain committed to closing our gender pay gap through continued action: strengthening diverse talent pipelines, supporting progression into senior roles, and ensuring our reward and development practices remain fair, inclusive and evidence-based. Inclusion is not a one-off initiative - it is an ongoing responsibility, and one we take seriously.

This report reflects our commitment to transparency and continuous improvement, and I am confident that by maintaining focus and momentum, we will continue to make meaningful progress.

Michelle Van de Velde
Chief People Officer

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01

About the Gender Pay Gap



What is the Gender Pay Gap?

Gender Pay Gap reporting is not the same as Equal Pay.

Equal Pay

Supported by the Equality Act 2010, women and men have the legal entitlement to be paid at the same rate for the same work, for work rated as equivalent, and for work of equal value.

It's unlawful to pay people unequally on the basis of gender and, for all our pay reviews, we assess all roles against external benchmarks through an independent company, Mercer, to ensure all colleagues are paid fairly for the role they hold.

Gender Pay Gap

Gender Pay Gap reporting does not measure the difference in pay between men and women doing the same, similar or equal value roles.

Instead, it's a measure of the difference in the average hourly earnings (excluding overtime) between all men and women across the company. In this document, we report on this as a whole, as well as across four equally divided quartiles.

How is it calculated?

Gender Pay Gap - mean

This is calculated by adding together all the hourly rates for men and, separately, for women and working out the average hourly rates for each group. The difference between the two is then expressed as a percentage.

Gender Pay Gap - median

Median reporting looks at the mid-point of each population. If we separately lined up all our colleagues by gender in order of the lowest hourly rate of pay to the highest hourly rate of pay, the median pay gap is the difference in hourly pay between the woman in the middle of one line, compared to the hourly pay of the man in the middle of the other line.

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| Reporting



Reporting

Under UK legislation, organisations with 250 or more employees must report on their gender pay gap on the snapshot date each year. This year's report is based on the snapshot date of 4 April 2025.

We're legally required to report on:

- The difference in the mean and median pay of full-pay received by men and women.
- The difference in the mean and median bonus pay for men and women.
- The proportions of men and women who received bonus pay.
- The proportions of full-pay received by men and women, split into four quartiles.

For the year 2026 (shapshot date 4 April 2025), we are reviewing the way we report internally taking into consideration the EU Equal Pay Directive.

We have chosen not to publish data this year for those parts of our organisation that do not meet the UK Gender Pay Gap reporting legislation. As such, in this report, we include reporting figures for NCC Group Corporate Limited (UK only) and NCC Group Security Services (UK only).

Colleagues from our businesses in Escode UK, Fox-IT, USA, Canada, APAC and European countries are not currently included as they do not meet the reporting guidelines.

How is it calculated?

Pay quartiles

Pay quartiles are calculated by looking at the hourly rate for all full-pay colleagues across the business from lowest paid to highest paid.

These are then distributed into four equally sized groups and we report on the percentage of men and women in each quartile.

Bonus Pay Gap

The mean and median Bonus Pay Gaps are calculated in the same way as the gender pay gaps using hourly rates.

The bonuses paid to men and women in the 12 months leading up to the snapshot date is used for these calculations.

03

| Our 2025 results



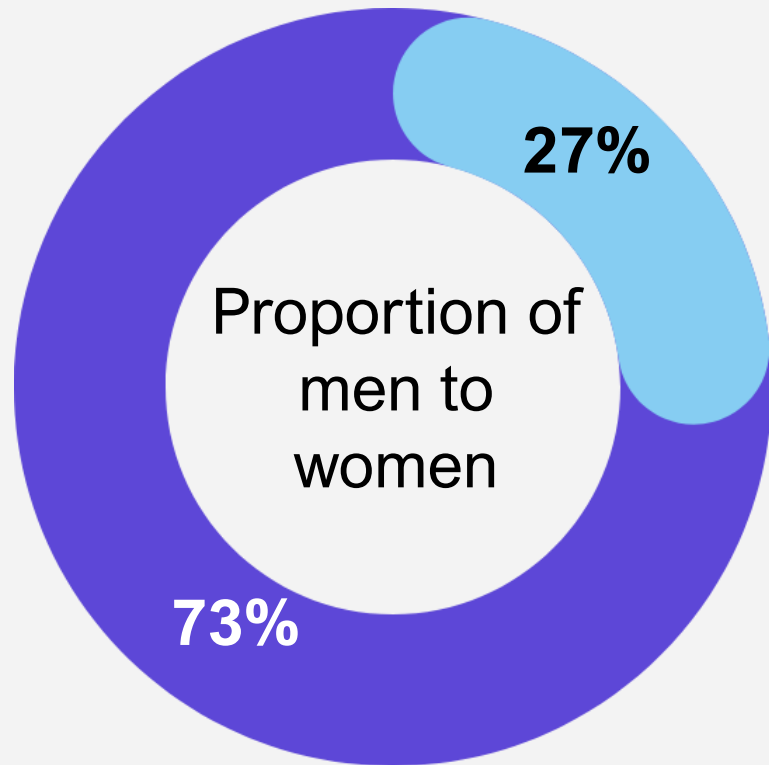
All UK

Gender and Bonus Pay Gap results – 12 months to 4 April 2025

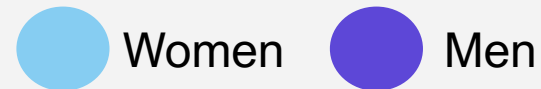


Gender Pay Gap – all UK

Proportion of men to women

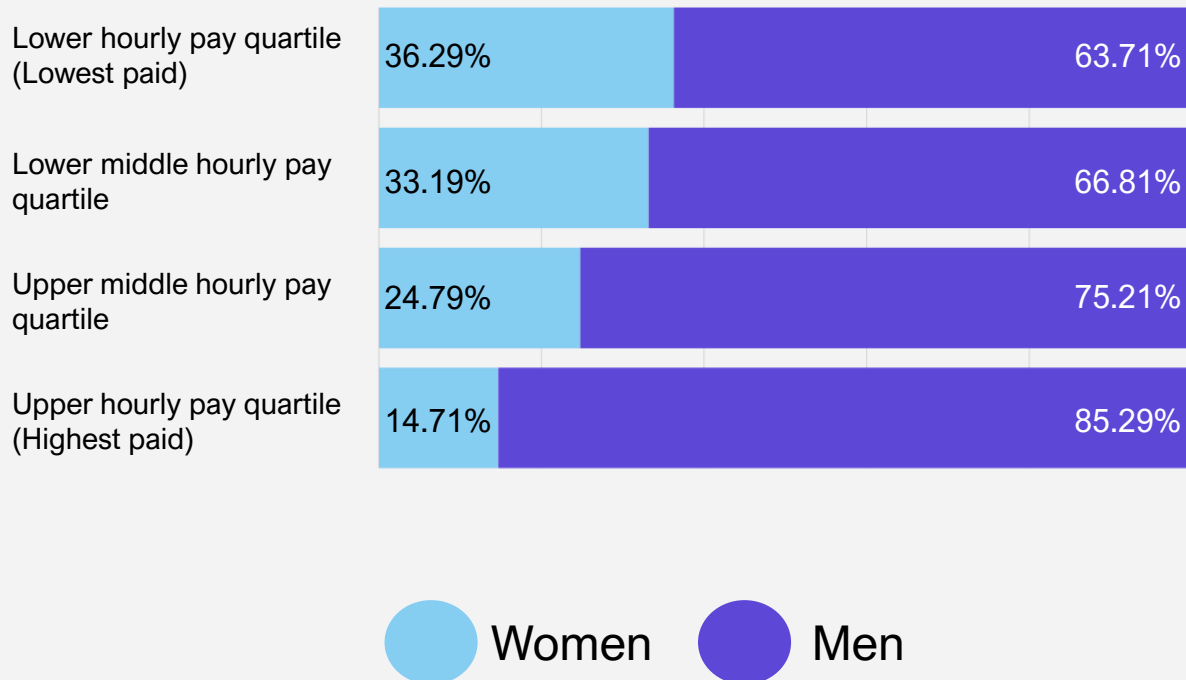


In NCC Group, there remains significantly more men than women. However, there is a small increase in women of 0.5 ppt when compared to 2024.



Gender Pay Gap – all UK

Pay quartiles representation



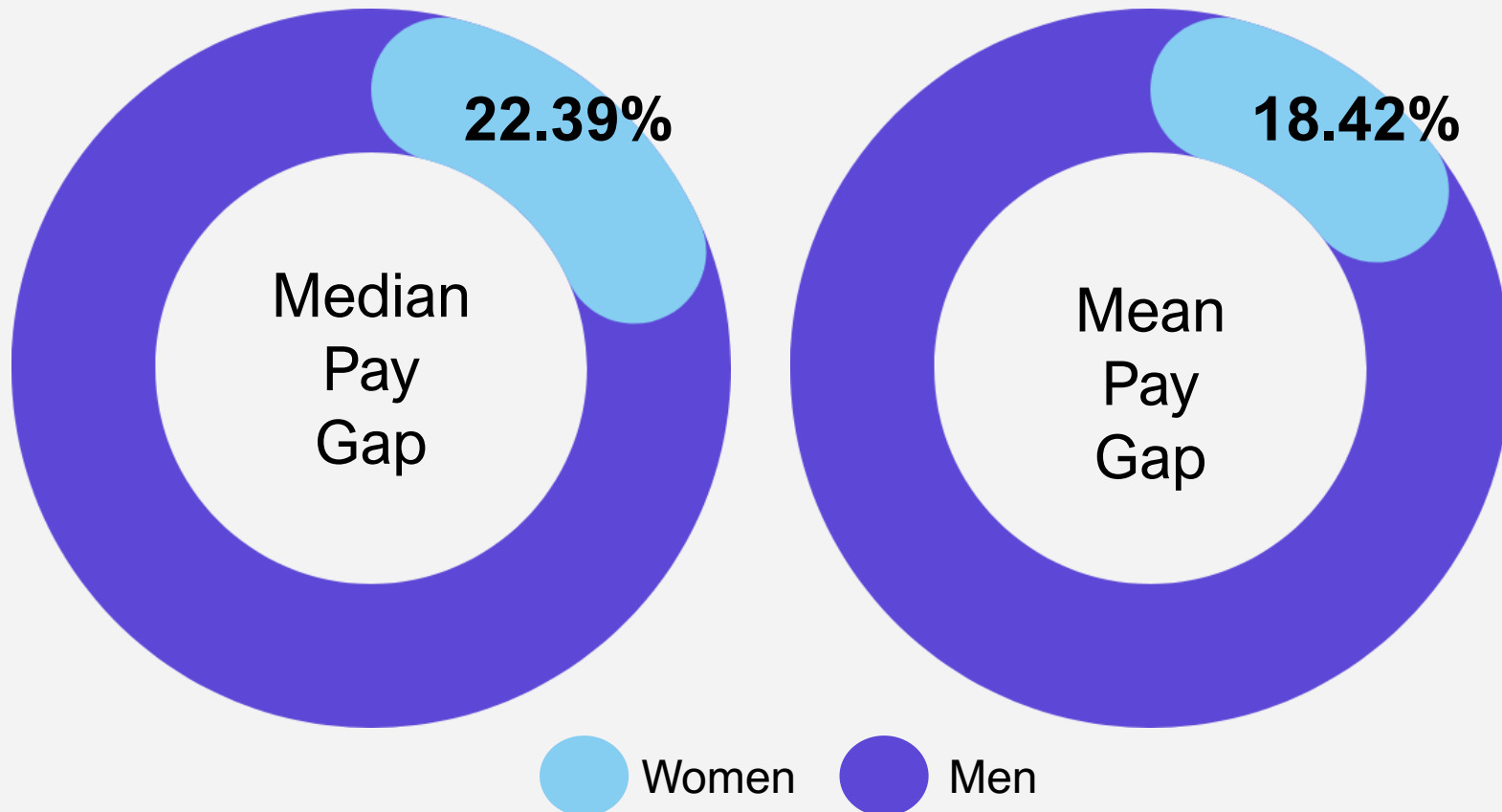
In 2025, women occupied 14.7% of the highest paid roles, which is an increase of 0.5 ppt when compared to 2024.

We have seen an increase female representation across all quartiles with increase of 3.4 %, 2.8%, 2.3% respectively.

The movement across quartiles suggests that more women are joining NCC Group in all levels with our upper quartile seeing the lower increase.

Gender Pay Gap – all UK

Mean and median results



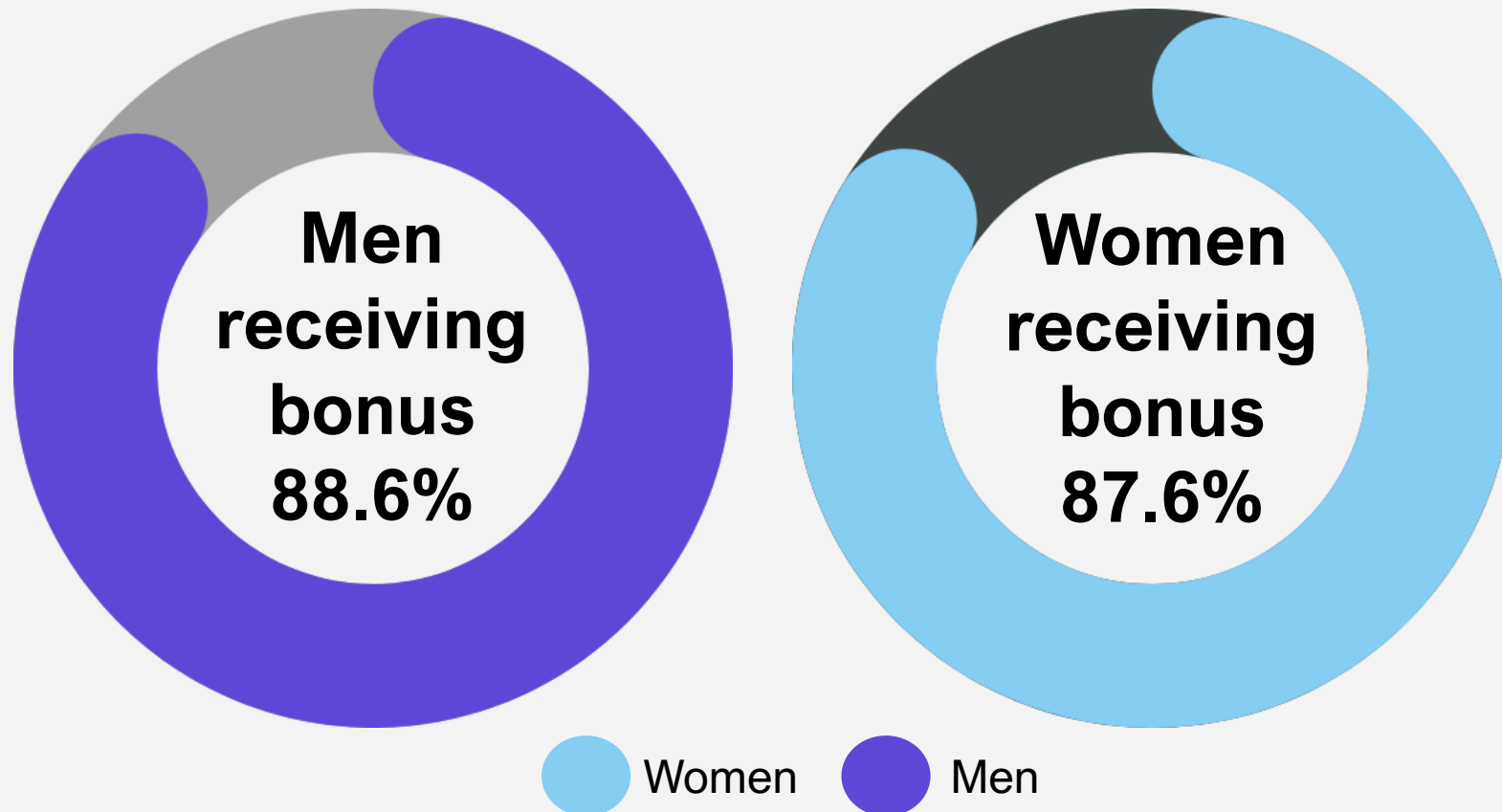
Across all roles in the group, the pay gap remains relatively consistent.

The median hourly pay gap has improved by of 1.4 ppt when compared with 2024. Women earned 78p for every £1 earned by men when comparing median hourly pay.

The mean (average) gap is 18.42% which is an improvement of 6.6ppt when compared to the previous year which means women earned 82p for every £1 men earned.

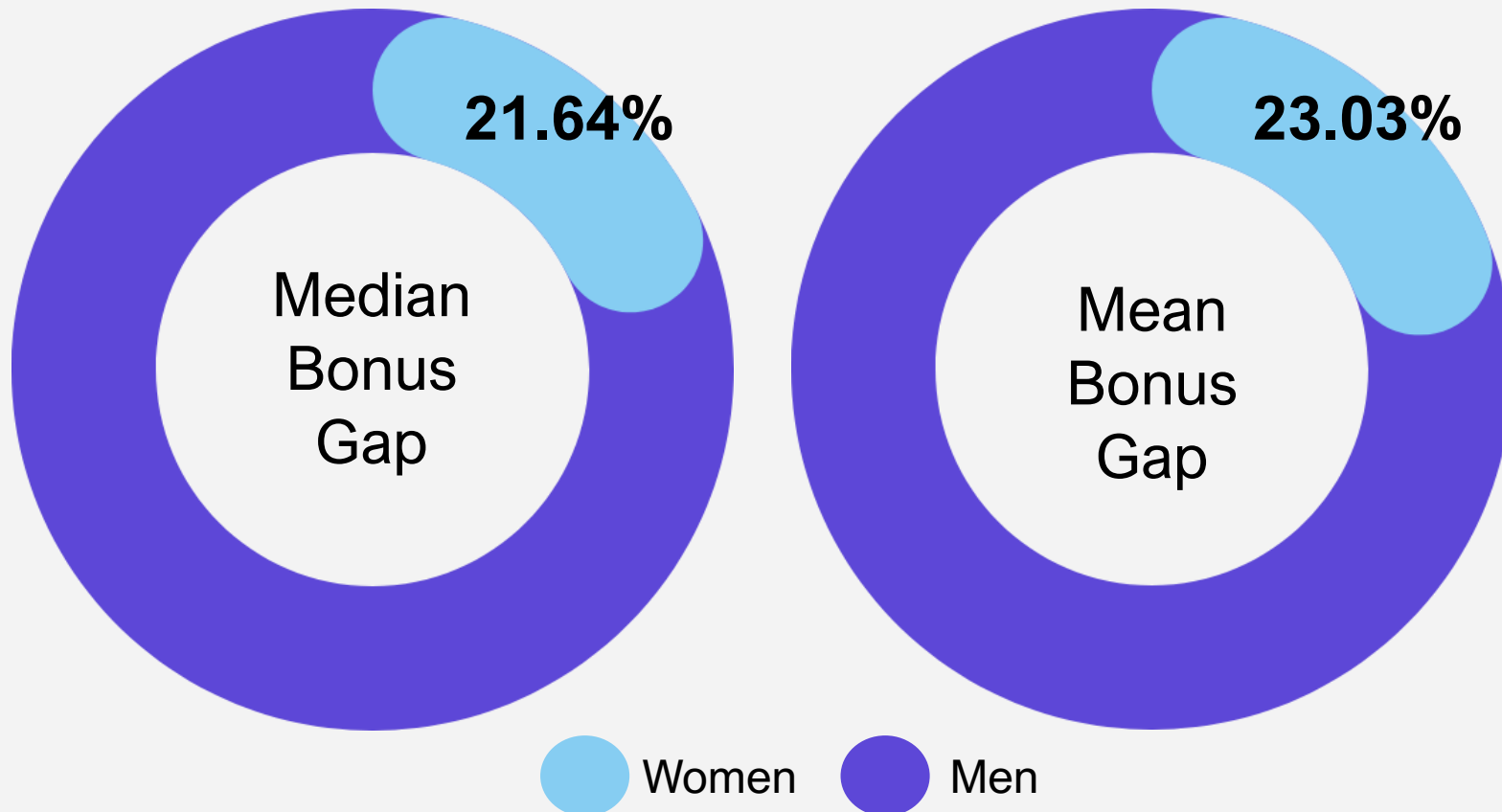
Bonus Pay Gap – all UK

Proportions receiving bonus pay



Bonus Pay Gap – all UK

Median and mean results



In 2025, when comparing mean (average) bonus pay, there is an improvement of 24 ppts, meaning women received 77p for every £1 earned by men.

When comparing the median, there is an improvement of 43.4 ppts compared to the previous year.

This means that women receiving a bonus in NCC group earned 78p for every £1 earned by men.

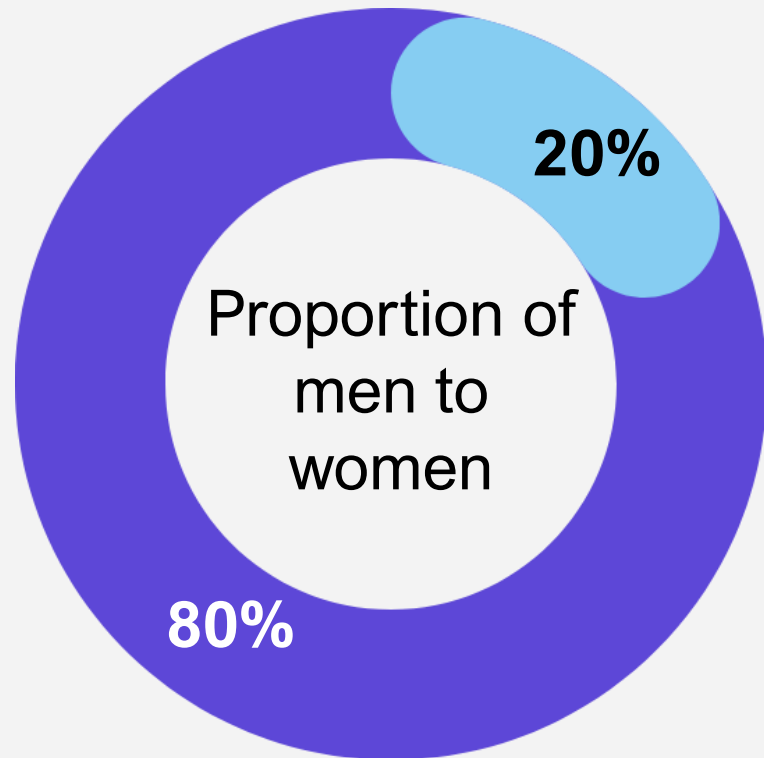
NCC Security Services Ltd (UK)

Gender and Bonus Pay Gap results – 12 months to 4 April 2025

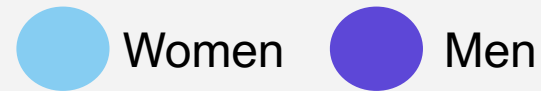


Gender Pay Gap – NCC Security Services Ltd (UK)

Proportion of men to women

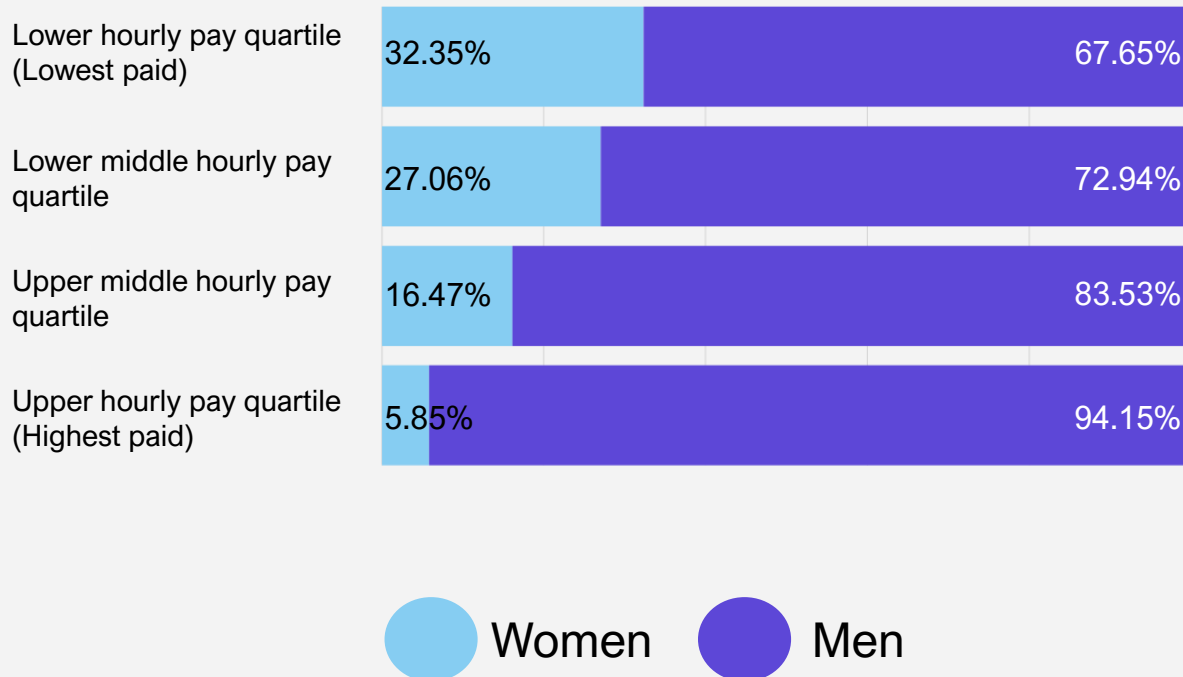


In NCC Security Services Limited, there remains significantly more men than women. However, there is an increase in women of 2 ppt when compared to 2024.



Gender Pay Gap – NCC Security Services Ltd (UK)

Pay quartiles representation



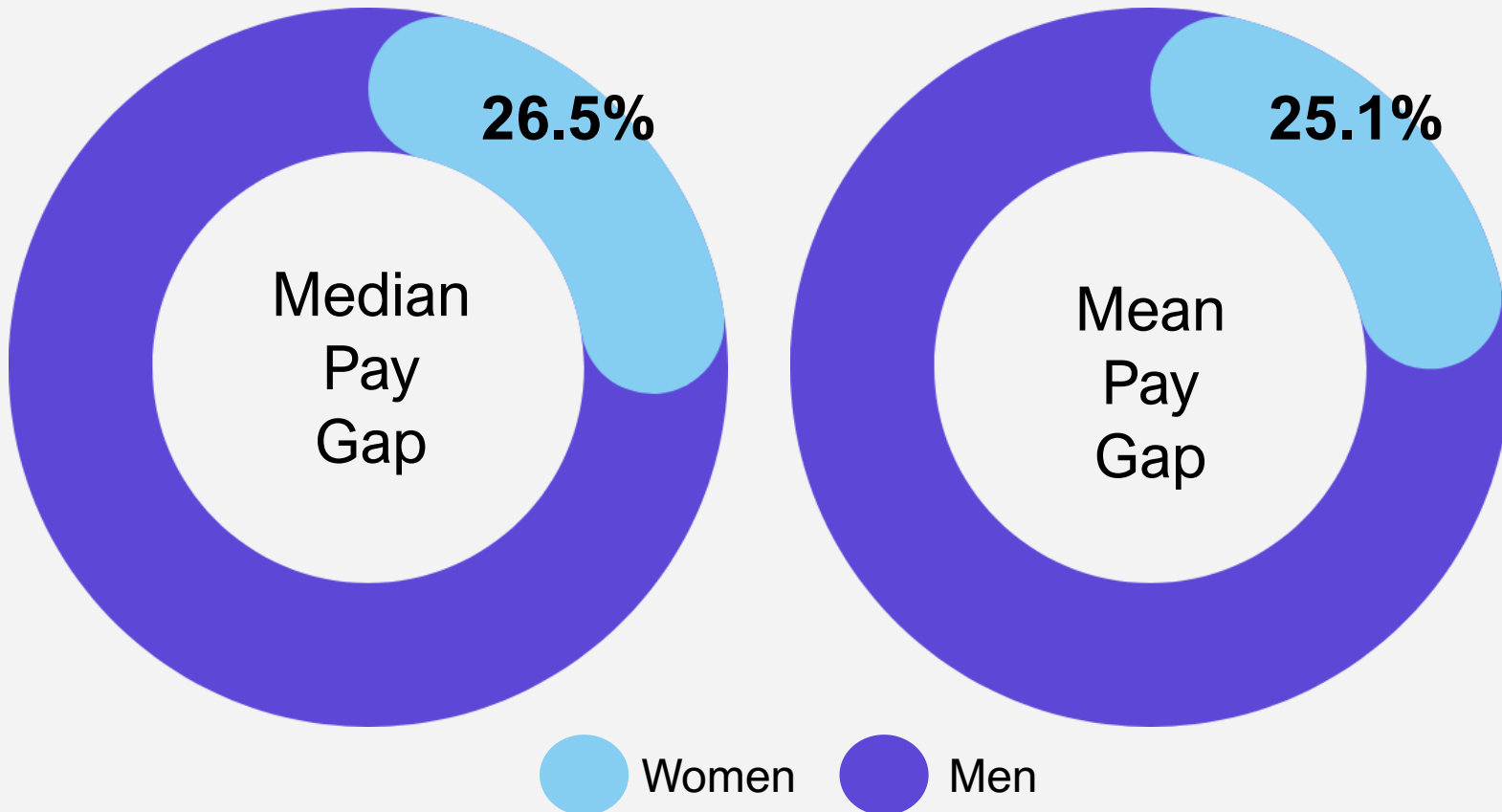
In 2025, women occupied 5.9% of the highest paid roles, which is a decrease of 0.9 ppt when compared to 2024.

We have seen an increase female representation across all other quartiles with increase of 1ppt, 5.4ppts, and 2.9ppts respectively.

The movement across these three quartiles suggests that more women are joining NCC Group in all but our higher levels.

Gender Pay Gap – NCC Security Services Ltd (UK)

Gender Pay Gap

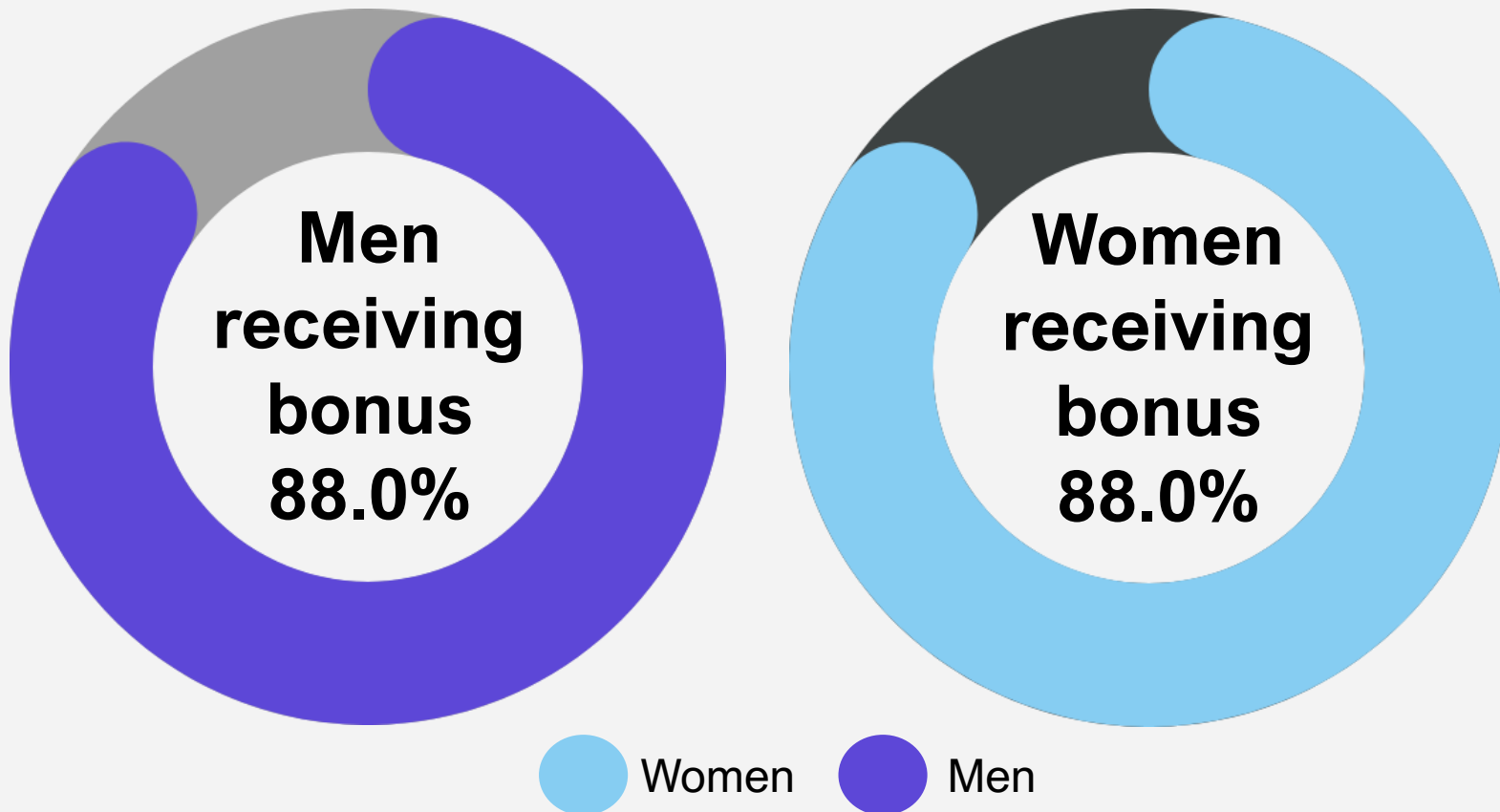


The median hourly pay gap has improved by 1 ppt when compared with 2024. Women earned 74p for every £1 earned by men when comparing median hourly pay.

The mean (average) gap has improved by 0.9 ppt when compared to the previous year which means women earned 75p for every £1 men earned.

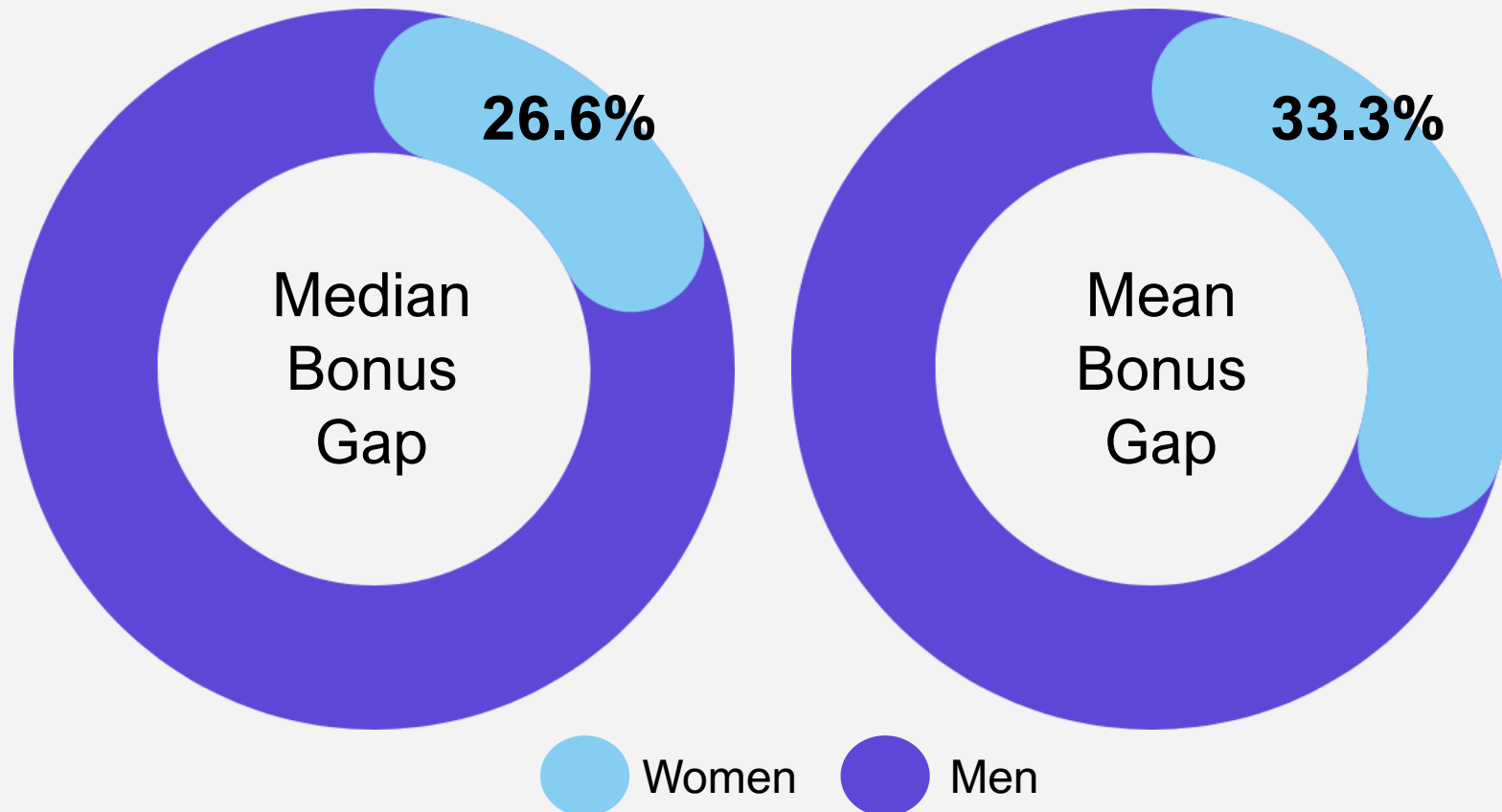
Bonus Pay Gap – NCC Security Services Ltd (UK)

Proportions receiving bonus pay



Bonus Pay Gap – NCC Security Services Ltd (UK)

Median and mean results



In 2025, when comparing mean (average) bonus pay, there is increase in the bonus gap of 19 ppts, meaning women received 67p for every £1 earned by men.

When comparing the median, there is an improvement of 18.3ppts compared to the previous year, meaning women receiving a bonus in NCC Security Services earned 75p for every £1 earned by men.

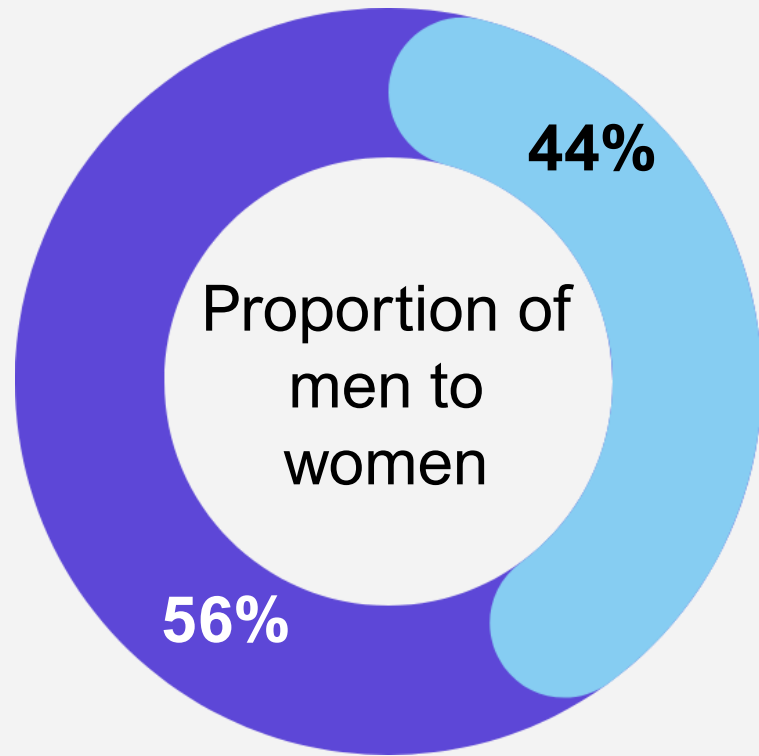
NCC Group Corporate Ltd (UK)

Gender and Bonus Pay Gap results – 12 months to 4 April 2025

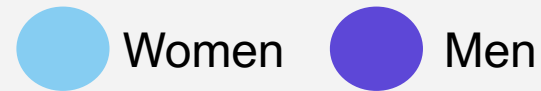


Gender Pay Gap – NCC Group Corporate Ltd (UK)

Proportion of men to women

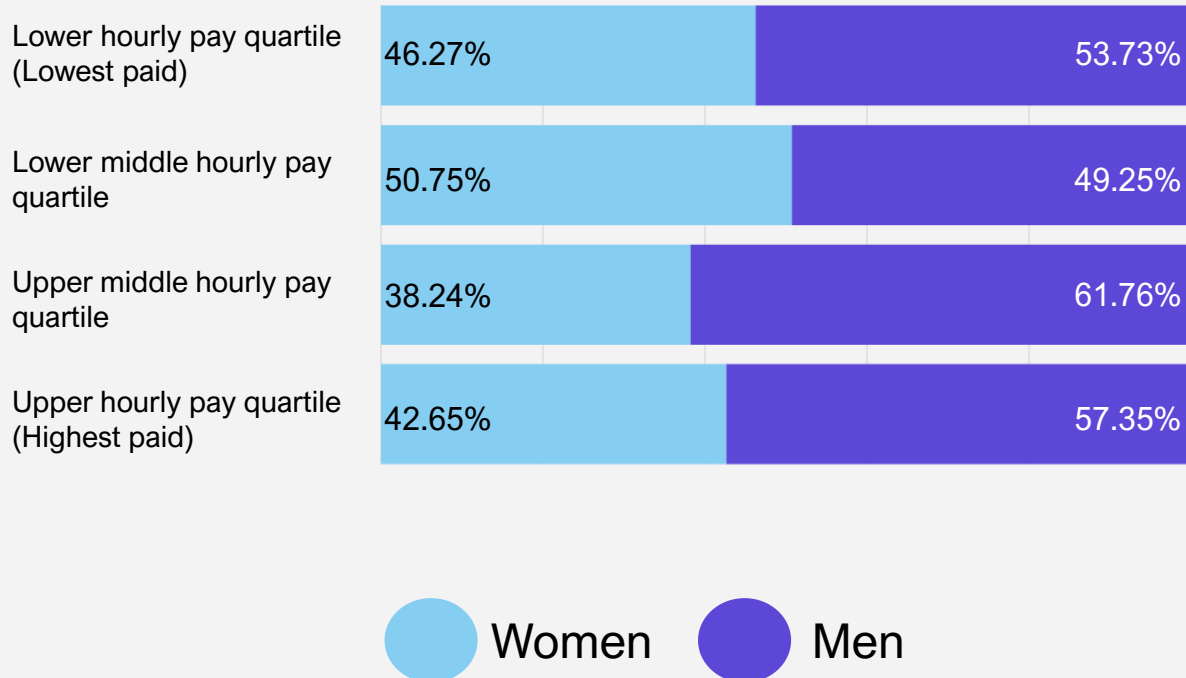


In NCC UK Corporate, there is a stronger ratio of women to men. We have again seen an increase in our female population of 3ppts when compared to 2024.



Gender Pay Gap – NCC Group Corporate Ltd (UK)

Pay quartiles representation

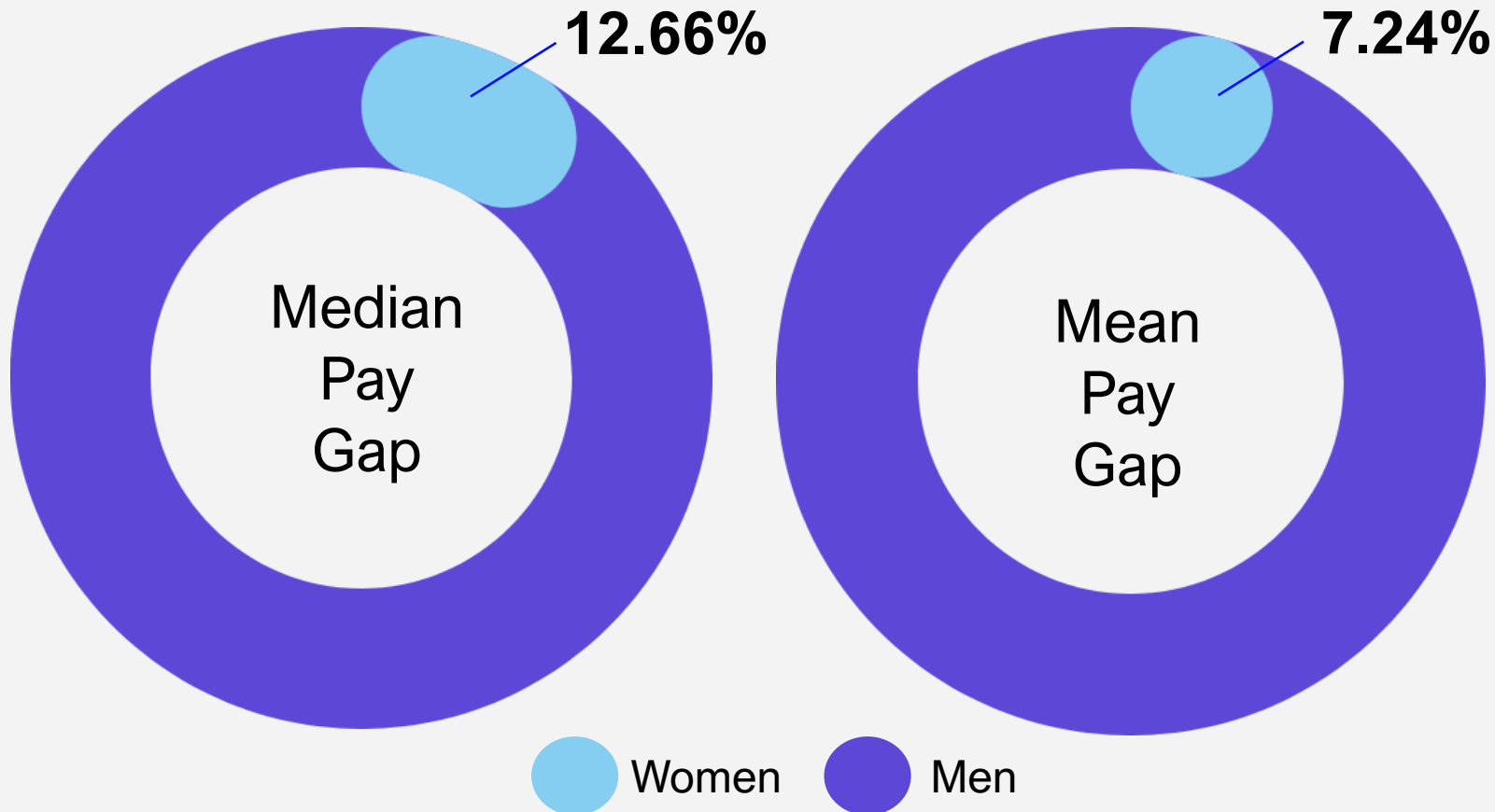


In 2025, women occupied 42.7% of the highest paid roles, which is an improvement of 4.2 ppt when compared to 2024.

We have also seen an increase in female representation across all other quartiles with increases of 3ppts, 2.2ppts, and 3.6ppts respectively.

Gender Pay Gap – NCC Group Corporate Ltd (UK)

Gender Pay Gap

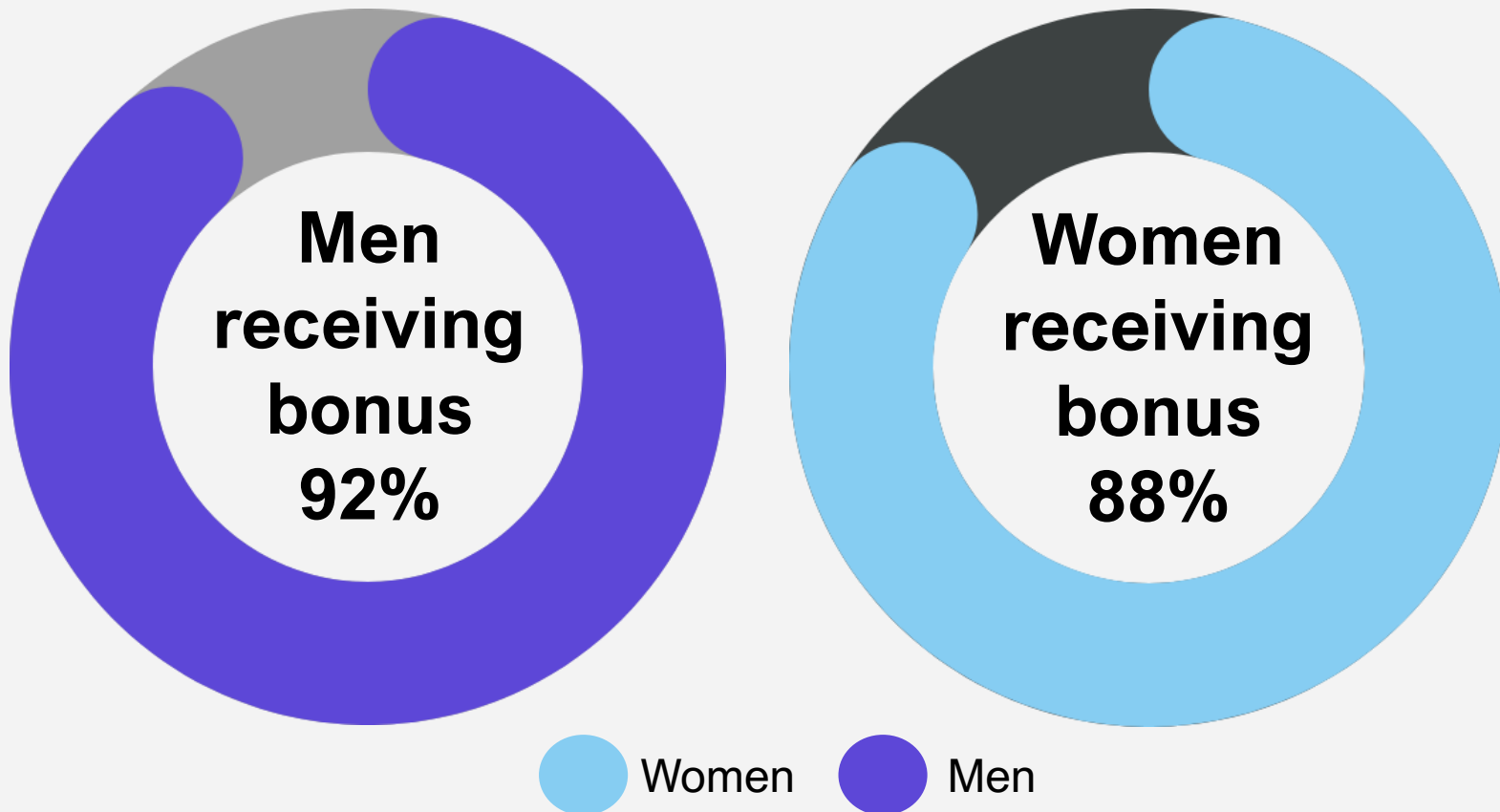


The median hourly pay is relatively consistent when compared with 2024. Women earned 87p for every £1 earned by men when comparing median hourly pay.

The mean (average) has also remained relatively consistent when compared to the previous year which means women earned 93p for every £1 men earned.

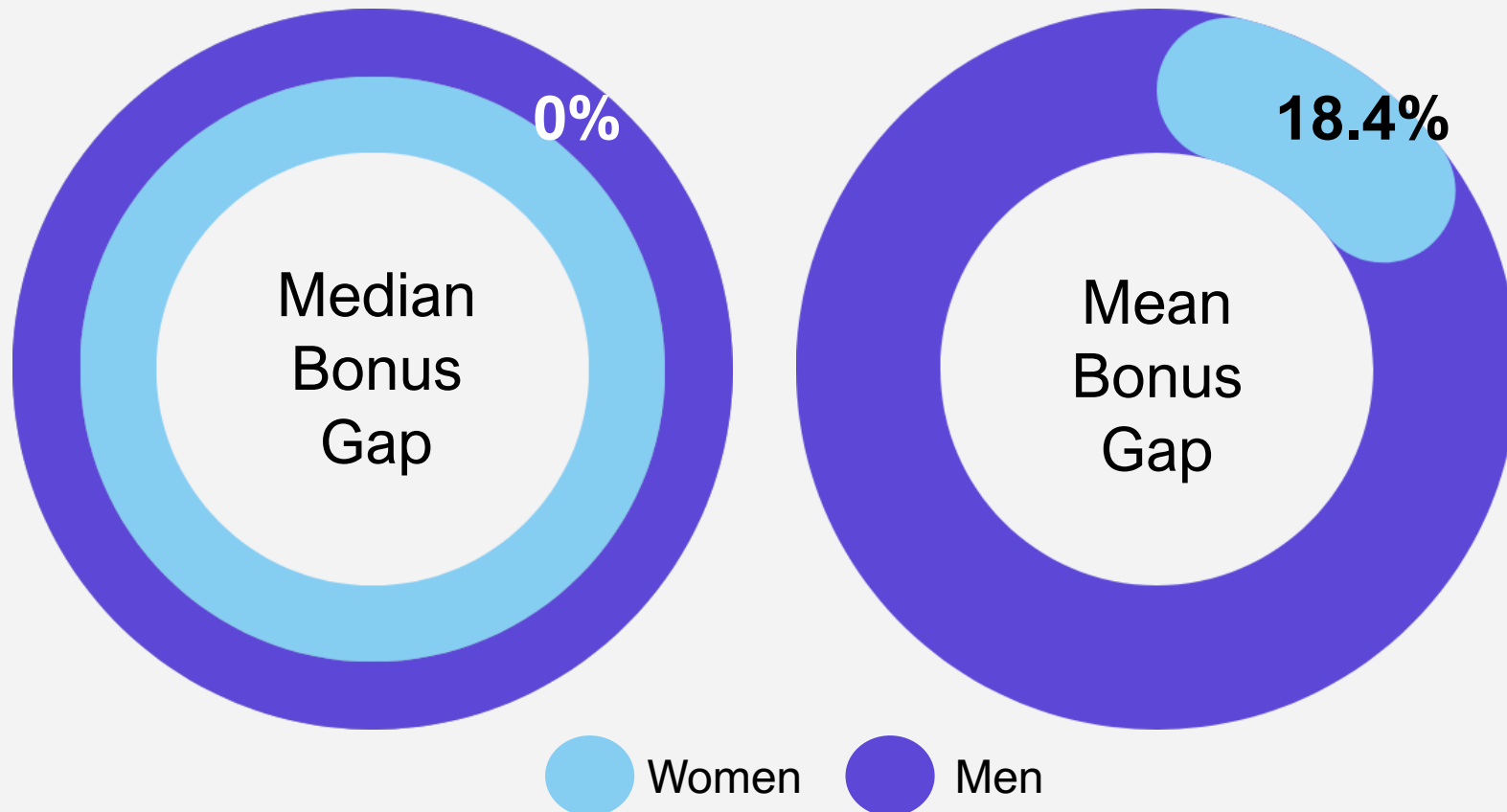
Bonus Pay Gap – NCC Group Corporate Ltd (UK)

Proportions receiving bonus pay



Bonus Pay Gap – NCC Group Corporate Ltd (UK)

Median and mean results



In 2025, when comparing mean (average) bonus pay, there is increase in the bonus gap of 87 ppts, meaning women received 82p for every £1 earned by men.

When comparing the median, there is a 0% difference meaning that women received the same bonus as men.

04

| Our current and future focus



Our current and future focus

NCC Group remains committed to advancing reward equity, reflected in the implementation of a more flexible and structured approach to pay review. Revised pay principles now guide managers in identifying and prioritising areas such as low pay and gender pay gaps. These are supported by a robust job framework and reliable market benchmarking data from our third-party partner, ensuring fair and transparent pay decisions across the organisation.

Our talent development journey plays a vital role in supporting gender equity, beginning with a comprehensive onboarding experience for new colleagues. The onboarding pack introduces Colleague Resource Groups and reinforces our organisational values, while our Hiring Managers Onboarding Toolkit ensures managers are equipped to create welcoming and inclusive onboarding experiences for new starters. This approach strengthens our diverse and inclusive culture from the outset.

As part of onboarding, colleagues participate in Living Our Values sessions, focusing on our Ways

of Working and emphasising inclusivity and respect. These values are embedded throughout the colleague experience, reinforced by ongoing manager development through our Skills Boost training programme, which cultivates inclusive leadership behaviours at every level.

Our commitment to empowering women is demonstrated by continued sponsorship of the Empowering Women to Lead in Cyber programme, now entering its fourth year and pledged through FY25 and FY26. In addition, our Overcoming Imposter Syndrome session, attended by over 200 colleagues, featured practical strategies from Executive Committee members to help build confidence and overcome self-doubt.

Mental Health First Aider training continues to be offered groupwide, ensuring colleagues have access to support within their local environments and contributing to our broader strategy for wellbeing and inclusion.

We maintain a strong focus on improving gender

representation in functions where female participation is traditionally low, especially in technical and early-career roles. In the UK, targeted sourcing, balanced shortlists, and inclusive attraction channels contributed to a 20% female Associate intake - exceeding market benchmarks and representing year-on-year progress.

Our recruitment practices consistently apply gender-neutral role design, structured interviews, and balanced panels to ensure fair and objective assessment. Although progress in structurally underrepresented areas is gradual, we remain steadfast in our commitment to building diverse talent pipelines and improving gender balance in the long term.



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