



# Gender Pay Gap Report 2025

## REPORT DETAILS

**Report Period:** 2025

**Data Snapshot:** 05 April 2025

**Date Produced:** March 2026

**Produced by:** Strategic People & Culture Director &  
People & Culture Operational Director

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## Equity at Zuto

Zuto is a high-performance business where people are rewarded based on the contribution they make. We have built a culture that is commercial, fast-paced and supportive, where people enjoy working together and can do their best work, and where being a B Corp is part of how we operate across our people, our customers and the communities we serve.

We are clear that gender plays no role in how people are hired, paid or promoted. Progression is based on performance, capability and impact.

We also recognise that having a mix of perspectives across our teams leads to better thinking, stronger decisions and improved outcomes for our customers, including building a workforce that better reflects the customers and communities we serve.

Our focus is therefore on maintaining high standards, while ensuring everyone has equal opportunity to progress.

This report sets out our Gender Pay Gap position, explains the key drivers behind it, and highlights where we are seeing change.

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## Understanding the Gender Pay Gap

The Gender Pay Gap (GPG) measures the difference between the average earnings of all men and women in an organisation, regardless of role.

UK businesses with over 250 employees are required to report gender pay and bonus gap data annually. GPG reporting does not indicate unequal pay for equal work, but instead reflects workforce composition, representation across pay quartiles and structural differences in roles occupied by men and women.

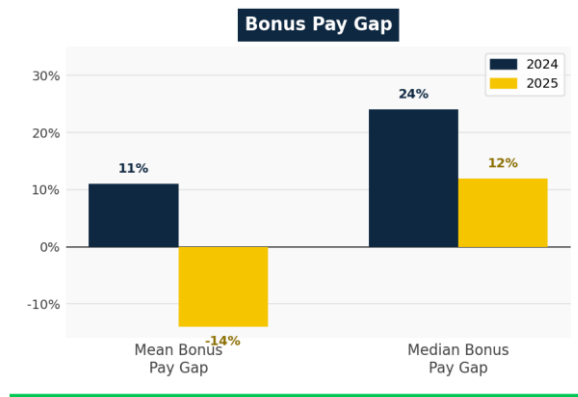
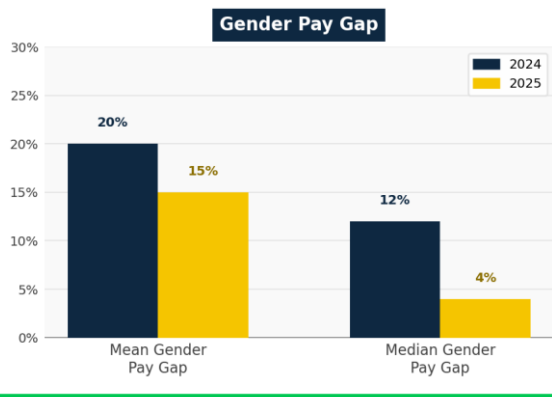
**Findings from Zuto's 2025 Gender Pay Gap Data**

**Pay & Bonus Gap**

Our latest analysis shows that Zuto's overall mean gender pay is 15%, representing a 25% reduction from 2024's report. The median pay gap has also significantly improved. These changes reflect movement in representation, particularly in senior roles and commission-earning positions.

**Key headlines**

Our 2025 data shows a continued reduction in the gender pay gap:



Bonus outcomes have also shifted:

**Pay Quartile Distribution**

This shift demonstrates progression of women into higher-paying roles across the business.

Women's representation in the upper pay quartile increased from 27% to 33.3%, and bonus participation reached 89.9% for women compared to 82.7% for men.

Pay Quartile	2024 Female %	2025 Female %	Change
Upper Quartile	27%	33.3%	↑ +6.3%
Second Quartile	22%	32.6%	↑ +10.6%
Third Quartile	43%	21.2%	↓ -21.8%
Lower Quartile	35%	33.1%	↓ -1.9%

The shift in bonus outcomes reflects increased female participation in bonus-eligible roles and stronger overall performance in these areas. While the median gap indicates some variation in bonus distribution, the overall position shows improved balance year-on-year.

### What's Driving the Gap and Where We're Focused

The primary driver of Zuto's gender pay gap remains the distribution of men and women across roles, particularly at senior levels and within certain functions. As with many businesses, roles with the highest earning potential have a disproportionate impact on the overall position.

Pay and progression at Zuto are based on performance, capability and impact. The gap is not driven by differences in pay for equivalent work, but by the current composition of roles across the business.

We are seeing positive movement, with increased female representation in higher pay quartiles and stronger participation in bonus-eligible roles.

Our focus is on continuing to build internal pipelines into senior roles, ensuring access to progression opportunities across all areas of the business, and using data to better understand where representation and progression can be improved over time.

### What We Have Done

We have continued to invest in areas that support retention, progression and long-term balance across the business.

#### Family-Friendly Policies

We have strengthened our family-friendly offering to better support colleagues at key life stages. There has been strong uptake of Shared Parental Leave among male colleagues, reflecting a shift towards more balanced caregiving and supporting retention and progression over time.

#### Leadership & Career Development

We have invested in leadership development to support progression into senior roles, including targeted programmes to build capability and strengthen internal pipelines over time.

#### Data & Insight

We have continued to strengthen our use of data and insight to better understand workforce composition, progression and the underlying drivers of the gender pay gap, allowing us to focus on the areas that have the greatest impact.

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## Focus Areas

Since the snapshot date, we have taken further steps to strengthen senior representation, including the appointment of two female Board members. We will continue to build on this by:

- Continuing to build internal pipelines into senior roles through succession planning and development
- Using data to better understand progression and representation across teams, focusing on areas with the greatest impact
- Ensuring roles and career pathways remain accessible and aligned to business needs, particularly in areas where representation is lower

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## Conclusion

Zuto has made strong progress in reducing its gender pay gap in 2025, particularly through a significant reduction in the median pay gap and a notable shift in bonus outcomes in favour of women.

The data also highlights that senior leadership representation and structural workforce distribution remain key drivers of the gap.

We remain committed to continuing this progress through targeted, data-led actions to ensure all Zutonites, regardless of gender- have equal opportunity to thrive and succeed.