

UNIT4

In Business for You

A BETTER EXPERIENCE 4U
UNIT4 GENDER PAY GAP REPORT



Unit4 Gender Pay Gap 2025

Under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, as an employer of over 250 employees we are required to publish the following information and retain it on our website for three years.

We have approximately 257 UK based employees, and this data is based on the snapshot data for 2025. For the purposes of our reporting, we look at our employees who identify themselves as women and employees who identify themselves as men.

The gender pay gap shows the differences in the **average pay between men and women**. The gender pay gap is the percentage difference between men and women's median hourly earnings, across all jobs in the UK. It is not a measure of the difference in pay between men and women for doing the same job. The Median is the mid-point in a set of data, while the Mean is the average number of a set of data.

This year we saw our median pay gap going from 2.2% in 2024 to 5.0% in 2025. The increase needs to be understood in the context of how the pay gap is calculated. This report reflects the unadjusted pay gap, which does not consider the job an employee performs nor their level in the company. The increase in the gap this year is partly explained by the arrival of male senior leaders, whose roles and compensation significantly skewed the average pay for men.

In our continuous efforts to ensure gender equity throughout the company, we continued to follow the below set of measures to support our strategy to create an inclusive environment.

Gender representation in Unit4 events and processes

- Gender balance in guest speakers, internal speakers and panel members must be applied to all Unit4 external events
- Gender balance in guest speakers, internal speakers and panel members must be applied to all large Unit4 internal events including company townhalls
- Gender balance must be applied for all company major steering committees

Talent Acquisition

- At least one woman must be involved throughout the interviewing process (excluding talent acquisition) in the panel and decision-making for a new hire (for all job levels and functions)

Talent Development

- All c-suite members must mentor at least one aspiring woman leader at Unit4
- Gender balance must be applied in participants for leadership development programs

Inclusive workplace

- Make menstrual hygiene products and portable fans available for free in all offices started in FY25

It is also important to distinguish gender pay from pay equity, which is about ensuring that men and women are paid relative to one another, based on role and location. At Unit4 we introduced our Global Job Framework with role and location-based pay ranges in 2023. In having this construct in place, we can continue to focus on ensuring that men and women are paid equitably for doing the same role. This will contribute towards our effort of improving our gender pay equity across the whole company as well as the UK. Additionally, in January 2024 Unit4 introduced gender equity software to monitor pay equity across the organisation.

This is our report for the snapshot date of 5th April 2025:

Pay



Bonus



Bonus Eligibility



Comparatively, this is our report for the snapshot date of 5th April 2024:

Pay



Bonus



Bonus Eligibility



The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Understanding the Unit4 gender pay gap

Unit4 is part of the software industry, which is collectively focused on driving the gender pay gap down across the whole industry.

Our gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather it's the result of the several things such as the nature of roles in the UK, such as sales, which have a high level of variable bonuses, along with the distribution of women and men in terms of the total headcount. At Unit4, our overall gender split changed from 43.5% female and 56.5% male in 2024 to 41.6% female and 58.4% male but we wish to improve this. Additionally, there are still more males in the Upper and Upper Middle pay quarterlies, as can be seen in the pay quartiles on the next page. The proportion of women in the Upper Quartile has decreased from 35.6% in 2024 to 34.4% in 2025.

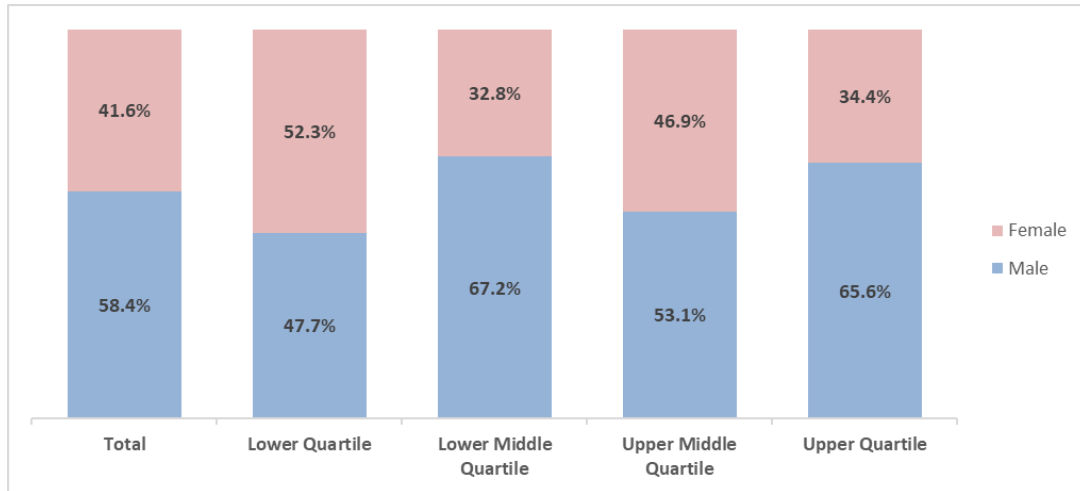
For there to be no gender pay gap, there would need to be an equal ratio of men to women in each of the quartile bandings detailed below. Our industry currently has an imbalance, but at Unit4 we are committed to ensuring greater diversity in our workplace, equity in our pay practices and taking continuous positive steps to see our gender pay gap significantly reduce year on year.

Gender within each quartile pay band in hourly pay 2025:

For gender pay gap reporting of hourly pay we look at the pay quartiles by gender. These are:

Band	Description
Lower Quartile	Includes all employees whose standard hourly rate places them at or below the lower quartile.
Lower Middle Quartile	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median.
Upper Middle Quartile	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile.
Upper Quartile	Includes all employees whose standard hourly rate places them above the upper quartile.

Pay quartiles by gender



- Here you can see Unit4 Business Software Limited's UK workforce divided into the quartiles explained above, with the Lower Quartile the lowest-paid 25% of employees to Upper Quartile covering the highest-paid 25%.
- The gender split has remained largely stable this year, with women representing 41.6% of our workforce and men 58.4%. This is a slight decrease from 43.5% women and 56.5% men in 2024.

The proportion of women in the Upper Quartile has slightly declined from 35.6% in 2024 to 34.4% in 2025, we have also seen a slight decrease in the Lower Quartile, where female representation went from 56.2% to 52.3%, bringing us closer to gender balance at this level.

What are we doing to address our gender pay gap?

Whilst we believe that Unit4 Business Software UK's gender pay gap compares favourably with that of similar organisations across the UK economy, we want to go further and reduce the gap every year. Beyond pay and bonuses at Unit4, we are focused on ensuring that we offer benefits and programs aimed at supporting females in the workplace, and that our people processes are inclusive and unbiased in their application.

Some of the ways we are making positive changes are:

Enhanced Family-Family Initiatives:

At Unit4, we provide a suite of enhanced family-friendly options to support all employees to better balance their work and personal lives. We offer competitively enhanced pay for Adoption Leave, Shared Parental Leave, Maternity Leave and Paternity Leave. We also offer phased returns to work (on a 100% pay basis) for employees who return from Shared Parental Leave, Adoption Leave and Maternity Leave and for employees whose partners return to work from any of these leave types.

We offer periods of reduced hours on full pay for life events such as (but not limited to) the move of close family members into care facilities, children starting or moving school, and any other situations where our employees could benefit from this flexibility.

We do this to recognise the changes that happen for our employees and show our support and commitment to recognising everyone as an individual. We want our people to feel able to work in a way that compliments their personal lives.

New Leave Policies

In addition to our existing enhanced family-friendly policies, we have introduced several new initiatives in 2025 to provide greater flexibility and support for all employees:

- **Caregiver paid leave:** Providing additional paid time off to support employees with caregiving responsibilities.
- **Compassionate paid leave:** Ensuring employees have the time they need during significant personal challenges.
- **Gender Transition leave:** Offering extended leave to support employees undergoing gender transition.
- **Maternity & Paternity paid leave:** Introducing additional fully paid leave in countries with limited statutory coverage.

These initiatives reinforce our commitment to creating an inclusive workplace where all employees, regardless of gender, have the support they need to thrive personally and professionally.

Software to analyse pay gap

We have introduced PayAnalytics, a specialised software designed to analyse, and address pay gaps within our organisation. This tool provides data-driven insights to help us proactively identify and close gender pay gaps, ensuring fair and equitable compensation for all employees. By leveraging PayAnalytics, we are strengthening our efforts to create a more transparent and inclusive workplace where pay decisions are unbiased and based on objective criteria.

Active Management of Pay Equity

Unit4 have implemented a robust compensation governance process where all jurisdiction moves, transfers, promotions and external hires are reviewed by the Unit4 Compensation Committee to ensure there is clarity, equity and transparency around compensation changes and to support and enable pay parity.



Fusion

Our view on where to work is simple. Going to an office five days a week is no longer the only option. As many offices are now reopening, we believe that our people should still be able to choose whether they want to work from an office or not. As a true cloud software business, we naturally encourage them to meet up with colleagues where and when valuable, but we want them to always have the option to choose what suits them the best. Fusion offers a wide range of options. For example, people can work from home one day, go to their office the next and work in another location the next. They can have meetings with their colleagues in an office or meet up in a coffee shop; It's up to them!

As for when to work, Fusion is all about flexibility. We trust our people to manage their own time. They do not have to miss their sports sessions. They can still do their school run, walk their dog, visit a friend or look after their elderly parents during parts of the traditional work hours when there is time to do tasks later or earlier that day. What matters is to deliver results that satisfy themselves and Unit4.

And lastly, from our perspective, if we have happy, well-balance people, we can nurture a productive, creative environment, where we can all grow.

We believe that we achieve the best work results when we ensure our mental, physical and social wellbeing. We appreciate work is never done in isolation. We encourage our people to be surrounded by family and friends, work in teams, be active, learn new things, and most importantly, look after their wellbeing.

DE&I and Employee Resource Groups

Diversity is about different dimensions of gender, age, ethnicity, religion, sexual orientation, socio-economic status and physical abilities. At Unit4, we don't just focus on these differences to make our workplace diverse.

It's our vision to build a global culture that appreciates diversity in all its forms and promotes inclusion and a feeling of belonging by celebrating everyone's uniqueness.

In 2023, we launched our Employee Resource Groups (ERGs), including "Women at Unit4" and "Mental Health and Accessibility at Unit4". Our ERGs are open for all employees to join, reflect and understand how we can all do more to make the world an equal place. The main role of ERGs is to foster a diverse and inclusive workplace through community building and engaging our people. They are pivotal in raising awareness on the topic of

gender equity, as well as contribute to continuous improvement of our culture and practices.

In the "Women at Unit4" ERG we had promoted panel discussions on various topics organised throughout the year: Male Allyship, Gender Bias in AI ethics and arranged coffee corners/networking to explore opportunities for women. We also started a mentoring program pilot for women employees to be each other's mentors or mentees with the aim of learning from leaders across the organisation and work on personal and leadership development.

In parallel, we are undertaking a holistic review of our people processes throughout the employee life cycle, to ensure they are equitable. Most notably, we are implementing changes to our recruitment process, with key actions aimed at improving our gender mix. These include reviewing our job descriptions to use inclusive language and remove "gender-coded" terms, the introduction of skills-based interviews, training our talent acquisition team and hiring managers to remove bias, and sourcing activities to improve the diversity of our talent pipeline.

Female Health Services

In 2023, Unit4 introduced a new benefit focused on providing female health service supporting our employees and their partners in two different areas - 1. Fertility and Family and 2. Menopause and Ongoing Care. Individuals will be able to receive 1:1 support, guidance, education and referrals from local specialists based on their specific needs. Fertility and Family will assist with preconception, adoption, surrogacy, egg freezing and IUI/IVF. Menopause and Ongoing Care will provide access to virtual specialists in the areas of OBGYNs, mental health, career coaches, nutritionists and others where needed. This new benefit will provide resources for our female employees to better enable them to succeed at work whilst balancing these often-challenging personal situations.

Building on this commitment, we are expanding our support with the Maternity & Newborn Care program. This new offering will help employees navigate key aspects of pregnancy, childbirth, and early parenthood, including childbirth education, creating a birth plan, postpartum recovery, infant sleep, and mental health support. These resources empower our female employees, ensuring they have the support they need to balance personal and professional life successfully.



How do we compare with the rest of the UK?

The UK median gender pay gap for 2025 (according to the [Office for National Statistics](#)) is 7%. Our 2025 median gender pay gap is 5%. Although this is well ahead of the National Statistics, we wish to improve this further.

We believe that being in Business for People will continue to improve the lives of all our employees, not only females. We remain committed to reporting on an annual basis what we are doing to reduce our gender pay gap and update you on the progress we are making.



For more information go to:

unit4.com

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