

Gender Pay Gap Report April 2026 (Based on April 2025 data)

ACT recognise how diversity within our workforce makes a significant contribution to both our business performance and in making ACT a great place to work. We are committed to the principles of equality, diversity, inclusion and fairness for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

This report summarises our Gender Pay Gap which is the difference in average earnings between men and women across all roles. This is different to the statutory requirement for Equal Pay which legislates that the same rate of pay must be given to men and women where the work they do is similar or of the same value.

Like Gender Pay, Equal Pay is extremely important to us. The Company has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, it:

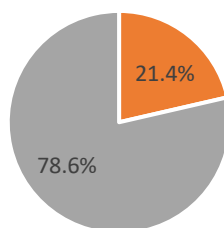
- carries out pay and benefits audits at regular intervals
- evaluates job roles and pay grades as necessary to ensure a fair structure.

Mean and median gender pay gap

	Median hourly pay	Mean hourly pay
Pay gap	1.73%	8.16%

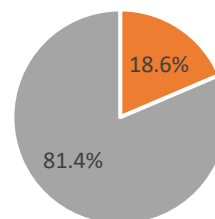
Proportion of males and females in each quartile pay band

Lower Quartile



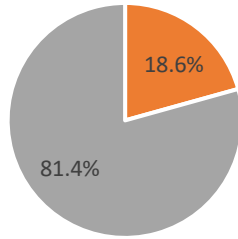
■ Male ■ Female

Lower Middle Quartile



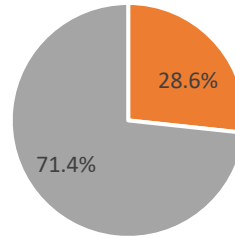
■ Male ■ Female

Upper Middle Quartile



■ Male ■ Female

Upper Quartile



■ Male ■ Female

Mean and median gender bonus gap

	Mean Gender Bonus Gap	Median Gender Bonus Gap
Gender bonus gap	N/A	N/A

Proportion of males and females receiving a bonus payment

	Male	Female
% of male and female employees receiving a bonus	N/A	N/A

April 2025 Data

ACT’s workforce at the snap shot date was made up of 61 males and 219 females.

ACT’s median gender pay gap is low at 1.73% and well below the UK average of 6.9%. The median gender pay gap is the percentage difference between men and women's median hourly earnings, across all roles within ACT. It is not a measure of the difference in pay between men and women for doing the same job. This demonstrates that the median hourly pay rate for both men and women is largely the same and due to the fact, there has been one fair and transparent pay system in place for all staff at all levels within the business since August 2017.

ACT’s mean gender pay gap based on April 2025 data is only slightly lower at 8.16% then the previous years mean gender pay gap of 8.73%. However, the number of male employees at ACT has continued to reduce which is having a less favourable impact on our mean gender pay gap figures, due to the way in which these must be calculated. For example, there are more than double the number of female employees in the upper quartile than male employees, but because there is a wider range of salaries for the female employees the average hourly rate is lower.

ACT also reviews the number of men and women in each pay grade. The more senior grades of 9 and above have 43 females, with 10 of those being part of the Senior Management team or Board of Directors and 18 males, with 4 of those being part of the Senior Management team or Board of Directors.

The Company at present still has a significantly larger female headcount than male, however, the overall figures are reflective of the policies and practices already in place. This continues to be seen above in the table depicting pay quartiles by gender. This shows ACT's workforce divided into four equal-sized groups based on hourly pay rates, with the lower quartile including the lowest-paid 25% of employees and the upper quartile covering the highest-paid 25%.

Within ACT, the percentage of female employees within the upper middle quartile is 81.4% and 71.4% in the upper quartile.

Actions to address the gender pay gap

Whilst we remain confident that men and women are paid equally for doing the same job, ACT continues to be committed to looking at measures currently in place to ensure there is no adverse impact on the gender pay gap and proactive in ensuring this forms part of a long-term strategy.

Recruitment & Selection

We have an inclusive and diverse recruitment strategy, including training for all managers on recruitment and selection best practice, equality, diversity and inclusion and avoiding unconscious bias. This is to ensure a consistent approach from Managers when recruiting and promoting employees into roles within the business.

Over the past 12 months we have overhauled our recruitment practices to make them more inclusive and made substantial changes including:

- Introduction of blind recruitment practices prior to interview
- Use of AI for initial sifting
- Publishing of interview questions in advance

These have had a good impact with significantly more diverse applications/interviews, interview no-shows reduced by 30% and time to hire reduced on average by 40%.

We still utilise a skills-based assessment as part of the interview process for all positions rather than relying solely on interviews only. This means the candidate would perform a task they would be expected to carry out in the role to assess their suitability.

All interviews are structured, standardised and scored to ensure fairness and consistency. The same questions are asked to all candidates and are shortlisted against the job description and person specification requirements.

We endeavour to ensure diversity in all roles and all levels and recognise the benefits greater diversity and a wider talent pool will have on business performance.

Learning & Development programmes

Coaching and mentoring continues to be a key area of focus for the business with all employees assigned a mentor on commencement of employment, qualified coaches on hand

to provide coaching as an L&D activity and all managers trained in coaching techniques to enhance their management styles.

Flexible Working Policies

Flexible working remains a key theme with continued support as a business for all flexible working applications and by providing access to flexible working along with remote and hybrid working policies, we have achieved tangible improvements to our recruitment, staff retention and overall employee relations. Obtaining a work life balance is very important to our employees which we fully recognise.

Our flexible working practices continue to support employees prior, during and on return from maternity and other parental leave policies with no obstacle to career development.

The Company has generous family friendly policies in place including enhanced maternity, adoption and paternity leave and pay. The proportion of employees returning to work after maternity/adoption leave is high with no leavers as a result in 2025.

ACT also offers a return to work bonus for staff who have returned to work after a period of maternity leave and remained in post for one year.

The Company continues to operate additional shutdown periods during term holidays such as Easter and Christmas. This is additional leave for staff without them having to take this from their statutory holiday entitlement.

Wellbeing Strategy

ACT has a strong focus on wellbeing, which recognises responsibilities both at home and in work and supports all our colleagues in living healthier, happier lives. Our staff health and wellbeing strategy which has been in place since May 2022 and has recently been updated in line with staff feedback.

Additional areas to review in 2026

We understand, however, that there is always more that the Company can do to promote equality, diversity and inclusion and embed this culture across our business and, as such, we have identified the following areas to continue to review:

- ACT has a designated HR Recruitment Officer who continuously reviews and identifies opportunities to improve all recruitment and selection processes and activities. A key consideration for this role is how we can improve diversity within ACT through recruitment and selection activities to ensure ACT's workforce is as reflective of local communities as possible. In 2026, we will continue to focus on increasing male representation within the workforce including analysis as to why we aren't attracting as many suitable applications for vacancies from males as we are from females.
- Continuing to embrace equality, diversity, inclusion, and fairness as a key strategic aim for the company. Following achievement of Leaders in Diversity in March 2024 and ACT being named 15th most inclusive workplace by the National Centre for

Diversity ACT, we will be continuing to focus on the achievement of our FREDIE action plan.

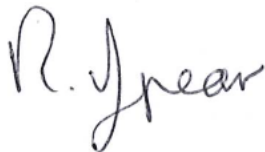
- Continuing to promote our coaching and mentoring culture and various development initiatives to improve progression and development opportunities for all employees.
- ACT will be undertaking Investors in People's "We Invest in Wellbeing" accreditation April 2026 to measure the assess of the strategy.

In the meantime, ACT is committed to reporting on an annual basis the gender pay gap figures and the progress that the Company is making. We take this very seriously and are committed to ensuring the positive initiatives outlined above continue to make a difference in advancing and raising the profile of gender equality across ACT.

We confirm that the information reported is accurate and in accordance with the UK Governments Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Any further initiatives launched throughout the year will be reported in 2026 data report.

I, Richard Spear, Managing Director confirm that the information in this statement is accurate.

Signature 

On behalf of ACT Ltd

Date