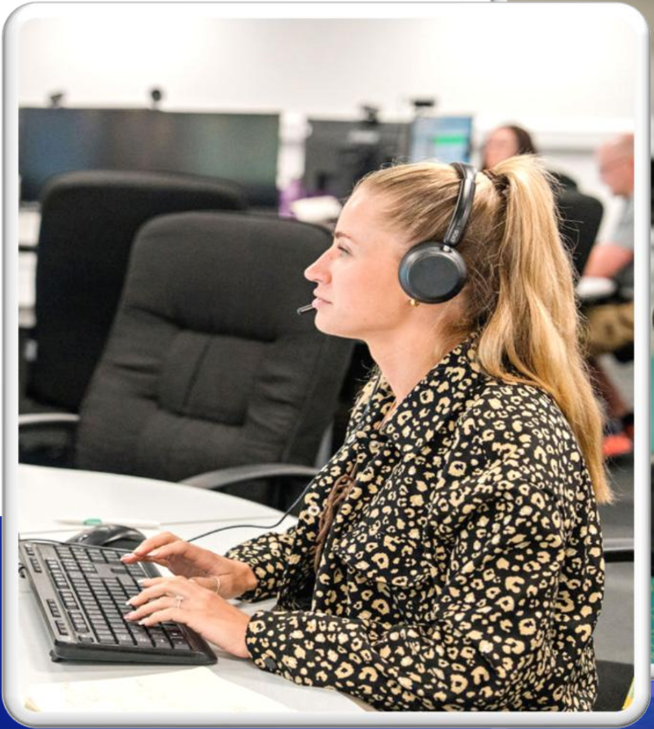
Converge Technology Solutions 2026 Gender Pay Report



Prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

An Introduction

At **Converge Technology Solutions**, we remain committed to creating a workplace where everyone has equal opportunity to succeed. We recognise that a gender pay gap does not indicate unequal pay for equal work; rather, it reflects the distribution of men and women across different roles and levels within our organisation.

This year's report demonstrates encouraging progress, with our mean gender pay gap reducing compared with the previous year. While this is positive, we recognise there is still more to do, particularly in increasing female representation in senior roles and understanding the factors influencing our bonus gap.

We remain committed to building an inclusive workplace through fair recruitment, development opportunities, leadership programmes and transparent reward practices.

As of the reporting date of **5 April 2026**, Converge Technology Solutions employed **431 people**. In accordance with the Gender Pay Gap Regulations, employees not receiving full pay during the relevant pay period are excluded from certain statutory calculations.

Industry Context

The UK engineering and technology sector continues to have low female representation, with women making up around **17%** of the workforce. Converge's workforce comprises **28.7%** women, reflecting stronger representation than the wider sector while recognising that increasing female representation in senior and technical roles remains an important priority.

Workforce At A Glance (5 April 2026)	
Total employees	**431**
Relevant full-pay employees	**362**
Male	**258 (71.27%)**
Female	**104 (28.73%)**

Alison Hodgens
Chief People Officer

I can confirm that the data and information reported are accurate as of 5 April 2026 and in line with the Gender Pay reporting regulations 2017

What Is Gender Pay Reporting?

The Gender Pay Gap measures the difference in the average hourly earnings of men and women across our entire workforce.

It is **not the same as equal pay**. Equal pay means men and women are paid the same for carrying out the same or equivalent work.

The gender pay gap reflects the distribution of men and women across different roles, levels of seniority and career pathways within the organisation.

Understanding these differences helps us identify where we can improve representation and create greater opportunities for everyone.

✓ Not equal pay ✓ Reflects workforce composition ✓ Helps identify opportunities ✓ Supports our inclusion strategy

Equal Pay

Equal pay for equal work

Transparency

Annual reporting

Inclusion

Diverse workforce

Progress

Continuous improvement

Equal Pay vs Gender Pay Gap

⚖️ Equal Pay

- Men and women receive the same pay for carrying out the same or equivalent work.
- A legal requirement under the Equality Act 2010.
- Focuses on individuals doing comparable roles.
- At Converge, employees are paid based on their role, skills, experience and performance–not gender.

📊 Gender Pay Gap

- Measures the difference between the average hourly earnings of all men and all women across the organisation.
- A measure of workforce composition rather than pay equality.
- Looks at the organisation as a whole.
- The gap is influenced by the proportion of men and women in different roles, career levels and business areas.

A gender pay gap does not mean men and women are paid differently for doing the same job. It reflects the overall distribution of men and women throughout the organisation.

One of the biggest misconceptions about Gender Pay Gap reporting is that it measures equal pay. It doesn't. At Converge, we are confident that men and women are paid equally for carrying out the same or equivalent work. Our Gender Pay Gap instead reflects the overall makeup of our workforce and the distribution of men and women across different roles and levels of seniority

These calculations help us understand how men and women are represented across our workforce and identify where action can support greater gender balance.

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How Is The Gender Pay Gap Calculated?

The Gender Pay Gap Regulations require employers with 250 or more employees to publish six measures each year, based on a snapshot date of 5 April.

The six statutory measures

📊 Measure	What it tells us
Mean Pay Gap	The difference between the average hourly pay of men and women.
Median Pay Gap	The difference between the hourly pay of the middle-earning man and middle-earning woman.
Mean Bonus Gap	The difference between the average bonus paid to men and women over the previous 12 months.
Median Bonus Gap	The difference between the middle bonus received by men and women.
Bonus Participation	The proportion of men and women who received a bonus.
Pay Quartiles	The percentage of men and women within each of four pay bands across the organisation.

Converge Technology Solutions Gender Pay Gap Report 2026

Our Results At A Glance

Gender Pay Gap Summary (Reporting Date: 5 April 2026)
Figures calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Measure	2026	2025	Movement
Mean Pay Gap	**17.82%**	22.42%	🟢 Improved
Median Pay Gap	**8.80%**	6.18%	🔴 Increased
Mean Bonus Gap	**39.05%**	33.94%	🔴 Increased
Median Bonus Gap	**77.20%**	33.71%	🔴 Increased
Female Workforce	**28.73%**	29.80%	🟡 Slight decrease
Women in Upper Quartile	**20%**	15%	🟢 Improved

Key Highlights

🟢 **Our mean gender pay gap reduced by 4.6 percentage points**,
indicating that the average difference in hourly pay between men and women has narrowed significantly compared with last year.

🟢 **Female representation within the highest pay quartile increased from 15% to 20%**, demonstrating progress in senior representation.

🟡 **The median pay gap increased slightly**, highlighting that further progress is needed across the wider pay distribution.

🔴 **The bonus gap increased**, particularly the median bonus gap, reflecting the distribution and value of bonus payments across different roles.

Gender Pay Gap

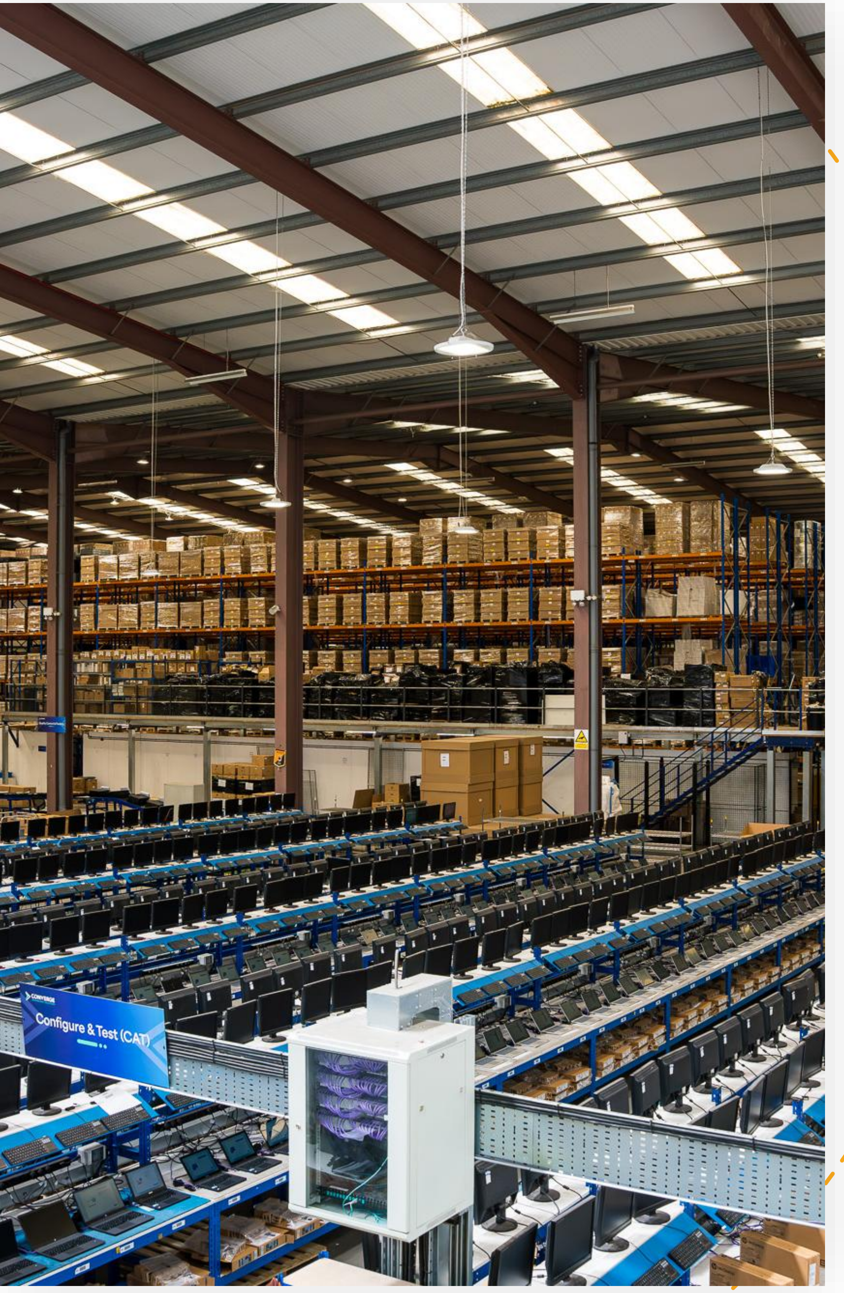
Measure	2025	2026	Change
Mean Pay Gap	22.42%	17.82%	↓ 4.60 percentage points
Median Pay Gap	6.18%	8.80%	↑ 2.62 percentage points

What do these results tell us?

Positive progress
The reduction in our **mean gender pay gap** from **22.42% to 17.82%** represents positive progress and indicates that the average difference in hourly pay between men and women has narrowed since the previous reporting year. This suggests improved overall pay distribution across the organisation.

Areas for continued focus
Our **median gender pay gap** increased from **6.18% to 8.80%**. The median measures the difference between the middle-earning man and middle-earning woman and can be influenced by changes in workforce composition, recruitment and employee movement within pay bands. This indicates that further work is required to improve gender representation across all levels of the organisation.

Key Takeaway
Overall, the reduction in the mean pay gap is encouraging and demonstrates positive progress. However, the increase in the median pay gap highlights that achieving a more balanced workforce remains a long-term objective.



Bonus Pay Gap

Measure	2025	2026	Change
Mean Bonus Gap	33.94%	**39.05%**	↑ **5.11 percentage points**
Median Bonus Gap	33.71%	**77.20%**	↑ **43.49 percentage points**

2026	
Men receiving a bonus	**36.82%**
Women receiving a bonus	**54.07%**

Bonus figures include commission, performance-related bonuses, guaranteed bonuses and long-service awards paid during the 12 months preceding the reporting date.

Understanding the Results

Our **mean bonus gap** increased from **33.94% to 39.05%**, while the **median bonus gap** increased significantly to **77.20%**.

What influenced our results?

The increase in our bonus pay gap is primarily driven by the distribution and value of commission and bonus payments during the reporting period rather than differences in reward for comparable roles.

- Higher-value commission and bonus payments were predominantly received by men during the reporting period, reflecting the current distribution of employees across higher bonus-earning roles.
- Fewer women received bonus or commission payments of comparable value.
- The number of bonus recipients reduced overall, making the median bonus calculation more sensitive to individual high-value awards.
- In addition, workforce composition, including the distribution of full-time and part-time employees across commission-earning roles, may also influence bonus outcomes and will continue to be reviewed as part of our annual analysis.

As a result, although our mean gender pay gap improved, the value of bonus payments awarded during the year increased the reported bonus gap. This reflects workforce composition and bonus distribution rather than unequal reward practices.

Key Takeaway

Our bonus gap reflects where higher-value commission and bonus opportunities currently exist within the organisation. Women remain underrepresented within the highest-paid quartile of the organisation. Increasing representation in higher-paid and leadership roles will continue to support improvements in the Gender Pay Gap over time.

Pay Quartile Distribution

Each quartile below shows the percentage of men and women across four equal pay bands, ranging from the lowest-paid employees (Lower Quartile) to the highest-paid employees (Upper Quartile). The distribution helps us understand how gender is represented across different levels of the organisation.

Quartile	2025 Male	2026 Male	2025 Female	2026 Female	Trend
Upper Quartile	85%	**80%**	15%	**20%**	▲
Upper Middle Quartile	63%	**68%**	37%	**32%**	▼
Lower Middle Quartile	60%	**63%**	40%	**37%**	▼
Lower Quartile	73%	**75%**	27%	**25%**	▼

What do our quartiles tell us?
Positive progress
The proportion of women in the **Upper Quartile** increased from **15% to 20%**, representing a five-percentage-point improvement in female representation within our highest-paid roles. This has contributed positively to the reduction in our mean gender pay gap.

Representation across the wider workforce
Female representation reduced slightly within the **Lower, Lower Middle and Upper Middle Quartiles**. While these changes are modest, they demonstrate that women remain underrepresented across the wider workforce despite encouraging progress within the highest-paid quartile.

Overall position
While the increase in female representation within the Upper Quartile is encouraging, men continue to account for approximately **80%** of employees in the highest pay band. Women remain underrepresented within the highest-paid quartile of the organisation. Increasing representation in higher-paid and leadership roles will continue to support improvements in the Gender Pay Gap over time.

Key Takeaway
The increase in female representation within the Upper Quartile is a positive step forward. However, women remain underrepresented in the highest-paid roles, highlighting the importance of continuing to attract, develop and retain female talent across all levels of the organisation.

What Are We Doing to Close The Gap?

Our Priorities for 2026 - 2027

1. Attract Diverse Talent
We will strengthen inclusive recruitment practices through structured interviews, reducing unconscious bias and broadening talent pipelines to encourage applications from underrepresented groups.

2. Develop Future Female Leaders
We will invest in leadership development, succession planning and mentoring to increase female representation within senior, technical and commercial roles.

3. Support Career Progression
We will expand internal development opportunities through apprenticeships, leadership programmes and clearly defined career pathways.

4. Flexible Ways of Working
We remain committed to flexible and hybrid working, family-friendly policies and supporting employees to balance their professional and personal responsibilities.

5. Measure Our Progress
We will continue to review our Gender Pay Gap, workforce composition and reward data annually to understand trends, evaluate the effectiveness of our actions and identify further opportunities for improvement.

6. Fair Reward
We remain committed to paying the **Real Living Wage**, ensuring that all employees receive a fair minimum level of pay. This supports the financial wellbeing of our workforce and reflects our commitment to fair and responsible reward practices.

Closing the Gender Pay Gap is a long-term commitment. While we have made encouraging progress during 2026, we recognise that increasing female representation within higher-paid and leadership roles remains a key priority for Converge Technology Solutions.

Our Commitment to Diversity & Inclusion

Creating an inclusive workplace is central to our people strategy and long-term success. We are committed to attracting, developing and retaining talented people by fostering a culture where everyone has equal opportunity to thrive through inclusive recruitment, career development, wellbeing initiatives and community partnerships.

🌍 Inclusive Recruitment

We use structured recruitment processes, inclusive hiring practices and partnerships that help broaden access to employment opportunities for diverse talent.

🎓 Developing Talent

Leadership programmes, apprenticeships, internships and career pathways support employees to develop and progress throughout Converge.

🤝 Supporting Our People

Flexible and hybrid working, family-friendly policies, menopause support and wellbeing initiatives and our commitment to paying the **Real Living Wage** help colleagues balance work and personal commitments.

🎤 Listening & Inclusion

Through employee voice initiatives, including **'Say it to Simon'**, regular engagement activities and employee feedback, we continue to build an open and inclusive culture where everyone's voice matters.

❤️ Community & Social Impact

We work in partnership with schools, colleges, universities and community organisations and the **Care Leaver Covenant** to provide work experience, supported internships and opportunities that inspire the next generation of talent.

♿ Disability Confident Employer

We remain committed to removing barriers to employment and supporting colleagues with disabilities through inclusive recruitment and workplace adjustments.

We recognise that creating a diverse and inclusive workplace is an ongoing journey. By continuing to invest in our people, partnerships and culture, we aim to create an environment where everyone has the opportunity to succeed.

Building Greater Workforce Insight

🌍 Why It Matters

Although ethnicity pay gap reporting is not currently a statutory requirement, we believe understanding the diversity of our workforce is fundamental to creating a fair, inclusive and supportive workplace.

By encouraging voluntary disclosure, we can better understand our workforce, identify opportunities for improvement and make more informed people decisions.

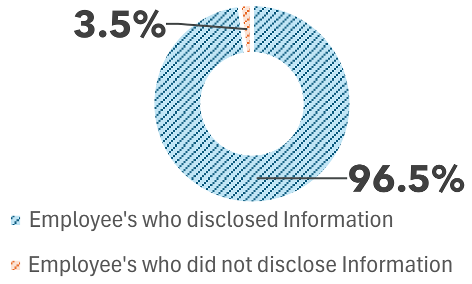
📊 Our Progress

96.5% of employees have voluntarily disclosed their ethnicity information.

This high level of participation provides a strong foundation for understanding our workforce and supporting future diversity and inclusion initiatives.

- ➢ Diversity information is collected voluntarily during recruitment and onboarding.
- ➢ This high level of participation provides a strong foundation for future diversity reporting and workforce insight.

% of employees who disclosed ethnicity information



🚀 Looking Ahead

We will continue to:

- ➢ Improve the quality of our diversity data.
- ➢ Use workforce insight to inform equality, diversity and inclusion initiatives.
- ➢ Monitor opportunities to voluntarily report on ethnicity pay in the future.
- ➢ Continue building a workplace where everyone feels valued, respected and able to succeed regardless of their background.

By understanding our workforce, we can make better decisions, remove barriers to opportunity and continue building an inclusive culture where everyone has the opportunity to thrive.