

GENDER PAY GAP REPORT

2026

NECSWS.COM



1st August 2026

Foreword from our Chief Executive Officer

The gender pay gap in the high-tech sector is still wider than the national average, but NEC Software Solutions is committed to playing its part in closing it.

Our goal is to be representative of the communities we serve, which means we strive to create opportunities for people from all backgrounds, regardless of gender, sexuality, disability, nationality, race or religion.

We have expanded hybrid working, introduced gender-neutral role definitions and brought more women on to a bonus scheme. In addition, we are working with external partners to encourage applications from under-represented groups.

I am pleased to report that these initiatives have led to meaningful change. This year, our mean gender pay gap stands at 23%; a two-percentage point reduction compared to last year and the third consecutive year where we have closed the gap.

We are confident that we have the right policies and processes in place to create equal opportunities for women from all backgrounds. And while we expect the gap to fluctuate as we grow, organically or by acquisition, we remain committed to further reductions in the long term.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tina Whitley', written over a light grey rectangular background.

Tina Whitley

NEC Corporate Senior Vice President
responsible for SWS – NECANZ – ARS and NSS

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About the Gender Pay Gap

The gender pay gap is the difference between the average earnings of men and women, regardless of their role or seniority. This differs from equal pay, which is where a person of one gender receives the same pay as a person of the other gender for carrying out the same or a similar job.

It is therefore possible for an organisation to comply with equal pay legislation, as we do, and to also have a gender pay gap if women make up a higher proportion of employees in junior roles.

Understanding this report

- The mean pay gap is calculated by adding together the pay/bonus values for each gender and dividing by the number of employees of that gender. The gap between those two numbers is expressed as a percentage.
- The median pay gap is the percentage difference between the rate of male and female pay at the midpoint if you line up the pay values by gender from low to high. This is used to calculate both pay and bonus gaps.
- Quartiles are the pay values lined up from low to high (similarly to the median) then split into four equal parts.

Our Results

The data in this report comes from a snapshot taken in April 2025.

Overall gender pay gap:

- The difference in the mean pay of full-pay men and women is 23%
- The difference in the median pay of full-pay men and women is 37%.

Bonus gender pay gap:

- Male on a bonus: 65%.
- Female on a bonus: 35%.
- Mean bonus gender pay gap: -63% (*bonus pay for women is 63% higher than men*).
- Median bonus gender pay gap: -14% (*bonus pay for women is 14% higher than men*).

The gap in the proportion of males and females receiving a bonus is explained by the higher number of men in roles with opportunities for sales commissions and on-call payments. This year, the mean and median bonus pay for women is higher than men's due to bonuses being triggered only at specific levels of the business.

Gender Pay Gap Per Quartile

- **Quartile 1:** the proportion of males is 72% and females 28%. The mean gap is -13% and the median gap is 4%. (2024: 73% male and 27% female)
- **Quartile 2:** the proportion of males is 67% and females 33%. The mean gap is 1% and the median gap is 2%. (2024: 66% male and 34% female)
- **Quartile 3:** the proportion of males is 53% and females 47%. The mean gap is 2% and the median gap is 6%. (2024: 51% male and 49% female)
- **Quartile 4:** the proportion of males is 33% and females 67%. The mean gap is 0% and the median gap is 0%. (2024: 33% male and 67% female)

In addition to the challenge faced by the high-tech sector as a whole, these figures reflect the continued expansion of our services businesses to meet customer demand. Roles in these areas typically fall within the lower pay quartiles where we offer a broad range of flexible and part time work that are disproportionately taken up by women, which has a knock-on effect on the overall pay gap.

Our Action Plan

Our Approach

We aim to be an employer of choice, welcoming people from a variety of backgrounds and promoting respect for the individual and equal opportunities.

We are committed to eliminating discrimination and aim for our workforce to be truly representative of the wider community. Through our Equality, Diversity and Dignity policy and mandatory annual training, we promote equitable recruitment, career development and promotion opportunities. We also review our processes regularly to identify and remove any barriers.

Action So Far

In the last few years, we have:

- worked with external consultants to develop a new career framework, including gender-neutral role definitions and extensive succession planning. This work has helped us to re-align roles into broad job families and target recruitment where women are under-represented.
- offered greater flexibility around working hours and location in response to colleague demand.
- taken steps to promote our flexible working and family friendly policies during the recruitment phase to attract a more diverse range of applicants.
- reviewed and consolidated legacy bonus schemes, including moving optional bonuses into base salaries for those in the lowest pay quartiles.

Latest Activity

We are continuing to:

- use our succession planning process to unlock promotion barriers and make it easier to move between roles, including aligning roles added through acquisition to our NEC Careers framework.
- analyse recruitment statistics to understand the gender split in total applications and at each stage of the recruitment cycle.
- increasing opportunities for Apprentice and Graduate roles to attract new talent and create a gender balance in future cohorts.
- review our policies regularly to ensure they create a diverse workforce where every colleague feels able to contribute their best and that they provide equal opportunities for career development.



About NEC Software Solutions

Our customers change lives, so we create software and services that get them better outcomes. By innovating when it matters most, we help to keep people safer, healthier and better connected worldwide.

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