

Gender Pay Gap

April 2026

Pro
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CEO Statement

2025 has been another successful year for the Pro Group and our people sit at the heart of this progress.

I am very pleased to report from the extract of data from 2025 that we are continuing our positive trajectory towards closing our gender pay gap. Over the last five years, our mean gap has reduced year on year and has reduced from 38% to 22% and the median data is even more impressive reducing from 23% to 1%. This ongoing reduction demonstrates the actions we have taken over the last 5 years to deliver consistent and sustained results.

We are passionate about ensuring Pro is a great place to work where we can all be at our best, enabling us to learn, grow and contribute to creating a better future for us all. We strive to create an environment where family

responsibilities never limit career progression and our updated policies support this. Our community and charity programs go from strength to strength.

We also launched an updated employee communication and networking platform that highlights shared-interest and inclusion groups, strengthens our inclusive culture, and creates more opportunities for direct engagement with the Leadership team.

Although this represents strong progress, our work is not yet complete, and we remain committed to creating an environment where everyone can reach their full potential.

I confirm the gender pay gap data in this report is accurate.



Steve Lewis
CEO

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What is the Gender Pay Gap?

The gender pay gap measures the difference between the average hourly pay of male and female employees across our organisation. We are committed to reducing this gap and this report provides essential insights that help us identify areas for further improvement, while also demonstrating the positive impact of our EDI agenda.

It is important to understand that the gender pay gap is different from equal pay, which is the legal requirement to pay employees equally for performing equivalent roles. At Pro, we are confident that we provide equal opportunities for all employees across all levels and regularly review our remuneration using industry benchmarking to ensure that all employees are fairly recognised and rewarded for their contribution, regardless of gender.

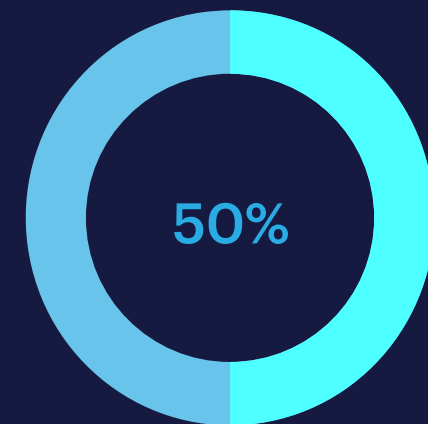
How do we measure the Gender Pay Gap?

The Mean pay gap is the difference between the average hourly pay rate for male employees and the average hourly pay rate for female employees, calculated as a percentage of the average male hourly pay rate.

The Median pay gap is the difference between the midpoint male hourly pay rate and the female hourly pay rate, calculated as a percentage of the male value.

Our gender pay gap figures are based on hourly rates of pay as at 5th April 2025 and our bonus pay gap is inclusive of bonus amounts paid in the 12 months prior to this date.

UK Gender Split 2025



50% Men
50% Women

What does our Gender Pay tell us?

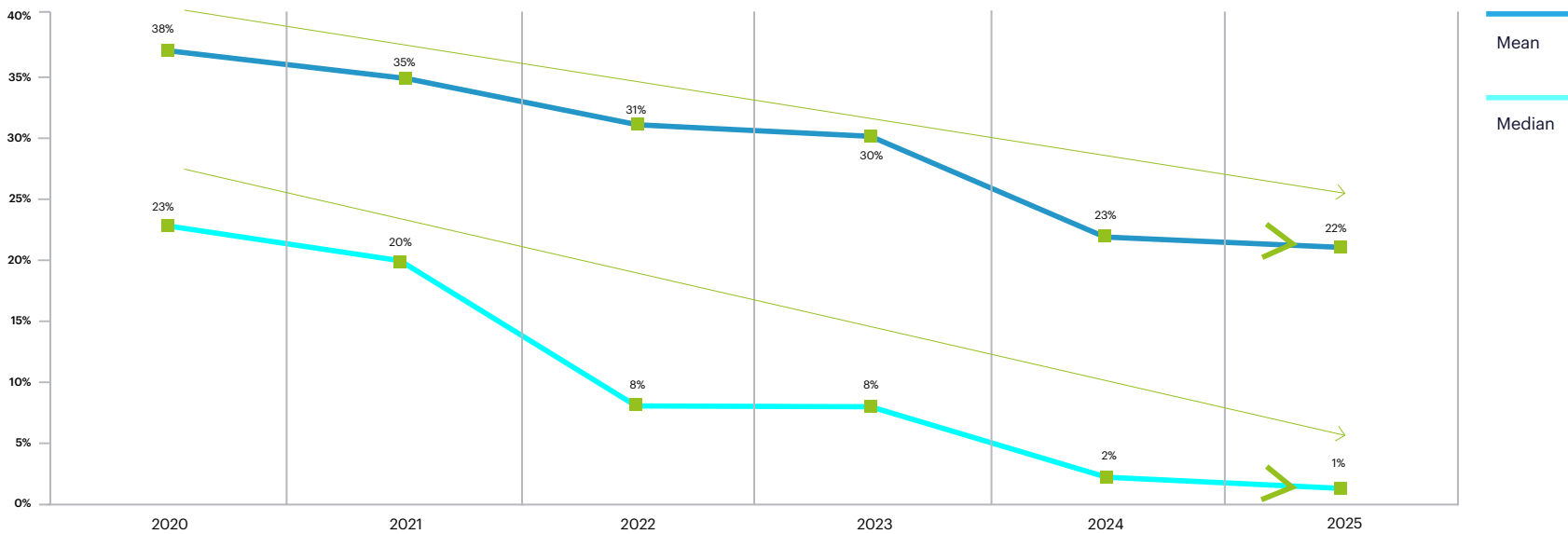
In 2025, the data shows that the average female employee earns 22% less (mean) and 1% less (median) than the average male employee, a continuing improvement on previous years.

The difference between the **mean** and **median**

figures indicates that our gender pay gap is influenced by a small number of employees on higher salaries. The median compares the midpoint of the male and female pay ranges and unlike the mean, which represents the overall average, is less affected by outlying values.

We can therefore conclude that while we are close to closing the gap for the majority of employees, there remains a greater proportion of male employees in our highest-paying roles.

Gender Pay Gap 2020 - 2025

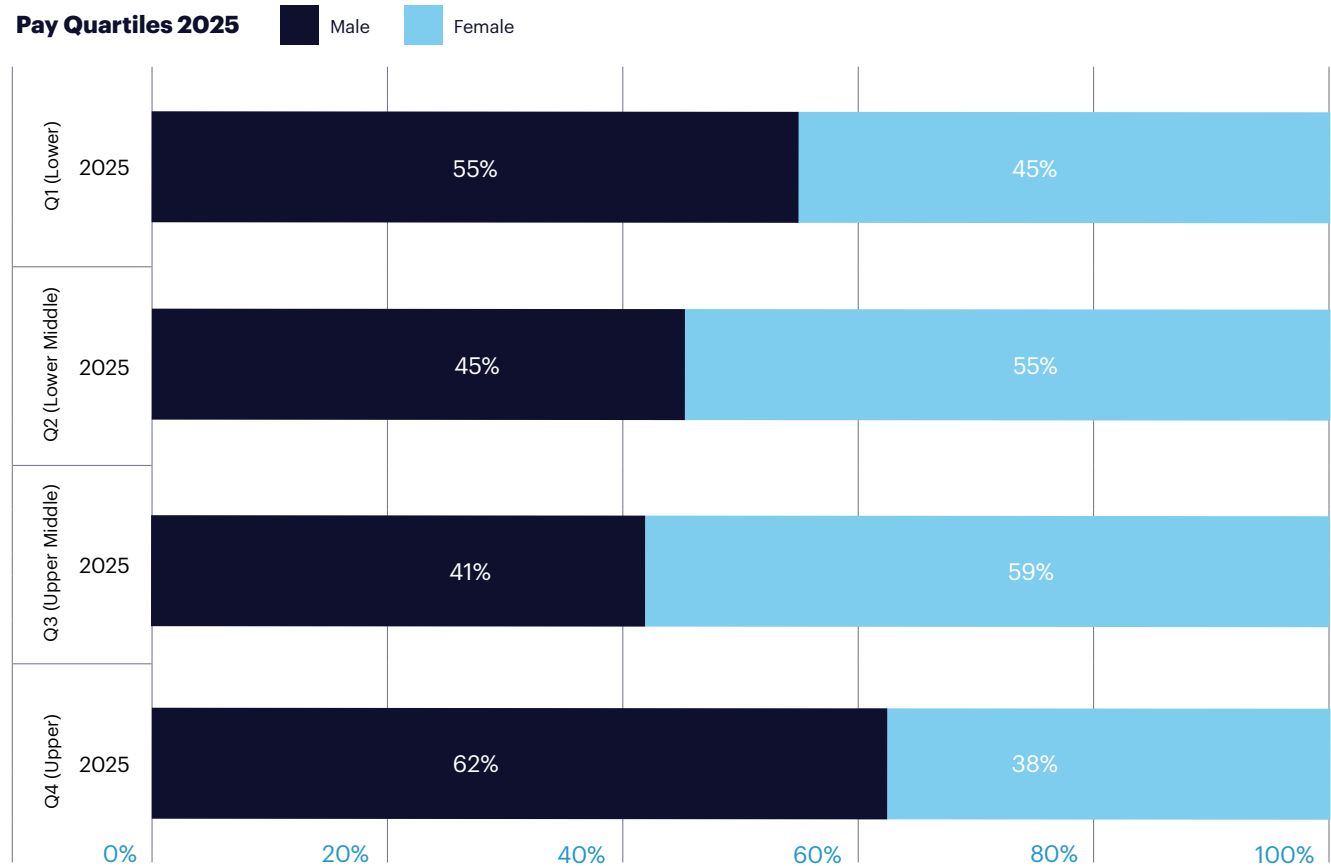


Explaining our Gender Pay Gap

Balanced gender representation across all levels plays a critical role in reducing the gender pay gap. As in previous years, we acknowledge that a higher proportion of male employees in senior leadership roles remains the main driver of our gender pay gap.

However, we are encouraged by the continued growth in female representation at senior levels, as demonstrated by our pay quartile data. In 2020, female employees accounted for just 22% of the upper pay quartile and this figure has increased to 38% in 2025.

While there is still progress to be made in achieving gender parity at the highest levels, this positive movement reflects our ongoing efforts and we remain committed to improving representation of women in senior roles by supporting employees in their personal and career development. Through initiatives such as our career framework model, flexible working approach, and EDI programmes, we aim to provide equal opportunities for progression across all levels of the Company.



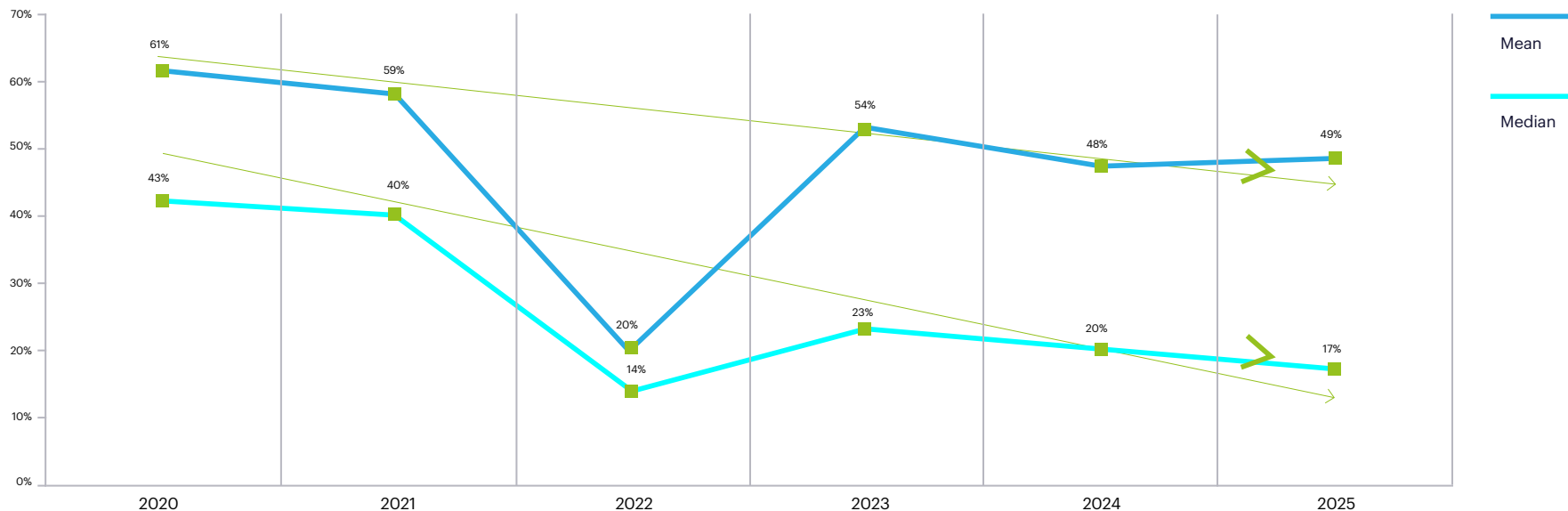
Bonus Pay Gap

As with our gender pay gap, there is a significant difference between the mean and median figures for our bonus pay gap. This disparity is also largely driven by the higher proportion of male employees in senior management roles. Roles at this level attract higher variable pay and therefore bonuses are, on average, higher for male employees. This was demonstrated in 2022 when a reduced bonus allocation was applied to senior roles, resulting in a smaller gap.

We have seen a slight increase in the mean bonus pay gap figure compared to the previous year, rising from 48% to 49%. We believe that this to be the result of the enhanced bonus allocation in 2025, which rewarded those who had demonstrated exceptional performance in the preceding year. Of those recognised, a larger proportion in the higher grades were male, which would have further increased the male average bonus paid.

It is important to note that the bonus pay gap calculation is based on total bonus amount per employee and does distinguish where a bonus amount has been pro-rated to account for part time working hours. In 2025, 78% of part-time employees were female, an increase from the previous year. Despite this, we continue to actively support flexible working as a key enabler for career progression and inclusion.

Bonus Pay Gap 2020 - 2025



What actions are we taking to reduce the Gender Pay Gap at Pro?

Pro remains committed to taking actions that support and advance our Equality, Diversity and Inclusion (EDI) agenda.

Following the introduction of our enhanced parental leave provisions in 2024, we continue to see strong retention of our valued and skilled employees. Over the past year, the feedback from colleagues has remained positive, reinforcing the impact of these changes.

As hybrid working continues to shape the way we collaborate, 2025 builds on the success of the employee communications and networking platform launched in 2024. The platform has become an important space for colleagues to connect across teams, celebrate achievements, and recognise one another and we have noticed a marked increase in the range and number of engagements with the platform, particularly from the senior leadership team.

Recognising the essential role our managers play in nurturing talent, we have maintained a regular schedule of manager development sessions, alongside development of our team managers

through the apprenticeship route. These initiatives ensure that every colleague receives consistent, high-quality support, feels valued, and knows that their unique contribution is recognised.

During 2025, we were able to donate £4,000 to local and national mental health charities in recognition of World Mental Health Day following a collaboration between our D&I and Charity Committees. We have also run certified Mental Health First Aid training for a further eight employees.

During the second half of 2025 we have launched our Menopause Meet-Ups, where employees are free to join and share experiences and support. In addition, as a result of feedback from our D&I group and employees more generally, we have also researched ways in which to offer neurodivergence support for employees and dependants. We are delighted to be in a position to launch a third-party, neurodiversity needs-led diagnostic service during 2026.

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