

Open on every channel



Gender Pay Report

April 2025 (April 2026 submission)

Gender Pay Report - April 2025

1. Introduction

Welcome to Visualsoft's 5th Annual Gender Pay Gap Report.

This report is submitted voluntarily, as our headcount on the snapshot date falls below the legal threshold of 250 employees. By choosing to report, we are demonstrating our commitment to transparency and to continually improving our gender pay gap.

This report presents our latest data for 2025 and reflects on the progress and challenges faced within both the business and the overall industry.

About This Report

The core information in this report is based on the 2024/2025 bonus periods and the snapshot date of 5th April 2025, which is in line with the government reporting guidelines.

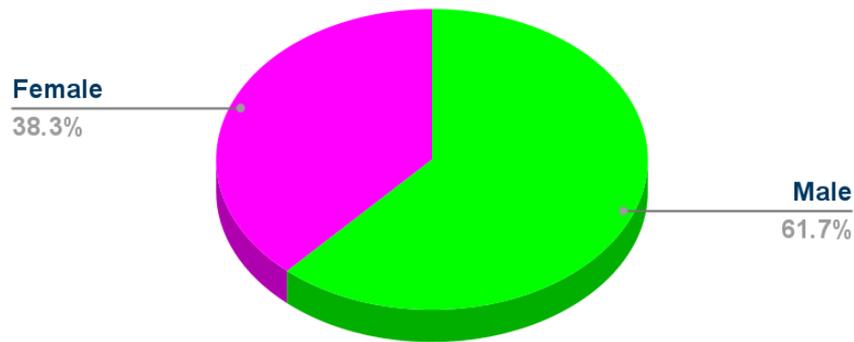
At the time of reporting, our total headcount of full-pay relevant employees was 222, comprising:

- 137 males
- 85 females

Our headcount was reduced due to two restructures across the business throughout the last year. The 2024 report, available [here](#), was based on a headcount of 289 employees.



Male/Female Headcount Split April 25



2. The 2025 gender pay report results

Gender Pay Gap Figures (2021–2024)

Pay Gap Comparison Table

Mean/Median Pay Gap	2021	2022	2023	2024	2025
Mean %	17.15%	23.49%	23.53%	19.71%	11.09%
Median %	11.72%	10.67%	-2.08%	2.80%	2.78%

Bonus Pay Gap	2021	2022	2023	2024	2025
Mean Bonus Pay Gap	33.98%	42.67%	36.60%	35.28%	58.13%
Median Bonus Pay Gap	28.50%	38.78%	59.73%	71.97%	42.92%

Definition of Mean and Median Metrics

What do these figures mean?

Pay Gap (Mean and Median)

- The **mean** is the average, calculated by adding up all employees' hourly pay and dividing by the number of employees.
- The **median** is the middle point, if all employees' pay were lined up from lowest to highest, the median is the pay of the person in the middle



Closing the Gap: Our Journey Toward Pay Equality

According to the Office for National Statistics (ONS) Gender Pay Report, available [here](#), the **mean average UK gender pay gap in 2024 was 7.0%**.

At Visualsoft, we're proud to report that our **mean gender pay gap has decreased to 11.09% in 2025, down from 19.71% in 2024**. Since we began reporting our gender pay gap in 2021, when it stood at 23.49%, we've seen a consistent downward trend. This progress reflects our ongoing commitment to promoting fairness, reviewing pay practices, and ensuring equal opportunities across the business.

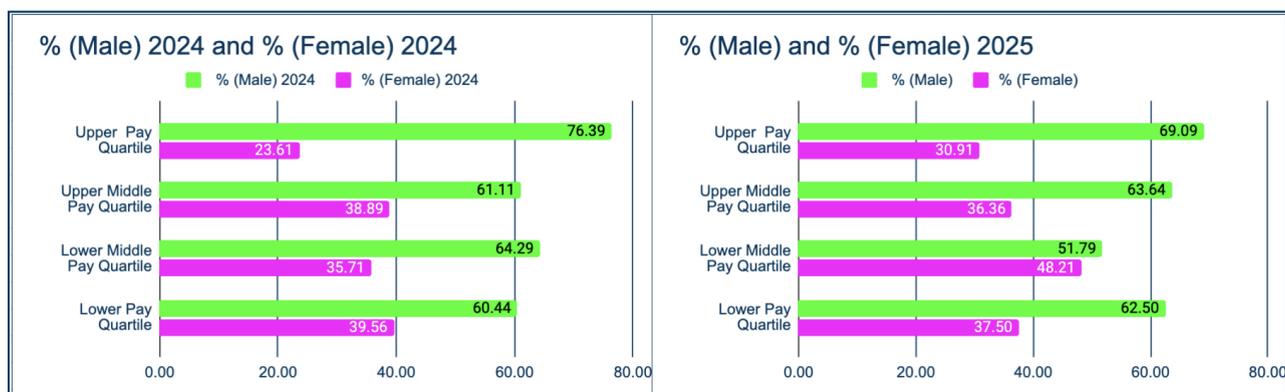
This theme continues with our **median pay gap reducing from 2.80% in 2024 to 2.78% in 2025** and our **median Bonus pay gap reducing from 71.97% to 42.92%**.

However, we have some work to do in terms of our **mean bonus pay gap which has seen an increase from 35.28% to 58.13%**.

Pay Quartiles

Pay quartiles illustrate the proportion of male and female full-pay relevant employees divided into four equal groups based on hourly pay.

	2021		2022		2023		2024		2025	
	% (Male)	% (Female)								
Lower Pay Quartile	49.3	50.7	51.76	48.24	51.35	48.65	60.44	39.56	62.50	37.50
Lower Middle Pay Quartile	77.9	22.1	71.76	28.24	66.22	33.78	64.29	35.71	51.79	48.21
Upper Middle Pay Quartile	48.5	51.5	62.35	37.65	70.27	29.73	61.11	38.89	63.64	36.36
Upper Pay Quartile	80.9	19.1	77.65	22.35	79.73	20.27	76.39	23.61	69.09	30.91



Our 2025 data shows that the gender imbalance is closing compared to 2024. There's a notable increase in female representation at the highest pay level, rising



by 7.3%. And female representation increased by 12.5% achieving near gender parity at the lower middle quartile. This reflects the changes we have made within the leadership team and hiring strategies.

The Upper Middle and Lower Quartiles experienced a slight decline in female representation, highlighting a need to monitor progression opportunities throughout the pipeline, not just at the top

Driving Progress: Key Initiatives for Improvement

We've seen significant progress following the restructure of our leadership team at board level, alongside the introduction of succession planning across other departments. These initiatives have meaningfully increased the representation of women in senior roles, which has contributed positively to narrowing the gender pay gap at higher pay quartiles.

We have been driving initiatives such as enhanced benefits that are targeted to support family leave through enhancements to our family leave pay.

We introduced further support for women during and after maternity leave by implementing regular communications for employees while they are on leave, as well as clear, structured return-to-work processes. These measures are designed to provide greater clarity, connection, and confidence for those transitioning back into the workplace. We will also be introducing training for line managers in handling these processes to further embed this within the business.

There are some challenges that remain, particularly with the bonus pay gap. This disparity is largely driven by our bonus and commission schemes, which are primarily linked to revenue-generating roles such as sales. These teams continue to be male-dominated, a trend that reflects a broader industry challenge.

Research from PwC's Women in Work Index (2024), highlights that women remain underrepresented in sectors and roles that offer performance-related bonuses, particularly in commercial and technical roles ([PwC, 2024](#)). This underscores the importance of our continued efforts to attract and retain women in all areas of our business.

To address this, we must continue strengthening our learning and development strategies, development of employer branding, and inclusive recruitment



strategies to encourage greater female participation across the full range of roles within our business.

Summary & Interpretation

- The most encouraging shift is in the Upper Pay Quartile, where the proportion of women increased significantly, indicating progress towards greater equity in senior or higher-paid roles.
- The Lower Middle Pay Quartile also shows a strong move toward gender balance.
- However, the Upper Middle and Lower Pay Quartiles saw minor reversals in gender equality, suggesting that progress is not yet consistent across all bands.

Next Steps & Considerations

- Build on successes at the upper and lower middle levels by quantifying how we have achieved the improvements so far (e.g., promotions, targeted development, inclusive hiring).
- Examine areas that have regressed, particularly in the upper middle quartile, to ensure that gains at the top are not coming at the expense of mid-level progress.
- Maintain long-term monitoring and interventions to ensure these trends move consistently in the right direction.



CEO Closing Statement



As I reflect on this year's report, I'm incredibly proud of how far we've come on our journey toward greater gender equity at Visualsoft.

Since we began reporting in 2021, we've more than halved our mean gender pay gap—from 23.49% to 11.09% in just four years. This is a significant achievement and a powerful reflection of the hard work, collaboration, and conscious decisions we've made across the business to create a more inclusive and equitable environment.

We've taken bold steps to restructure our leadership, embed succession planning, and improve how we support employees through family leave. Most importantly, we've built a culture where inclusion is not an initiative—it's part of who we are.

While there's more work to do—particularly around our bonus pay gap—I'm confident that with the dedication and drive of our people, we will continue to close those gaps and create meaningful change at every level.

To every team member who has contributed to this progress: thank you. Your commitment, openness, and belief in what we're building together is what makes this success possible. Let's continue to lead by example and shape a future where everyone at Visualsoft can thrive, grow, and be rewarded fairly.

*Chris Fletcher
Chief Executive Officer*

