



KCOM

THE POWER IS ALL YOURS

Gender Pay Gap Report 2025

Our 2025 Gender Pay Gap Report

KCOM is proud to be an equal opportunities employer committed to creating and encouraging an environment where individuals of all genders, ethnicities, sexual orientations and backgrounds can succeed.

Our journey towards closing the Gender Pay Gap is ongoing and we are continually moving towards achieving a more balanced and fairly paid workforce.

Statutory Reporting Figures

KCOM Commercial in Confidence

Statutory Reporting Figures

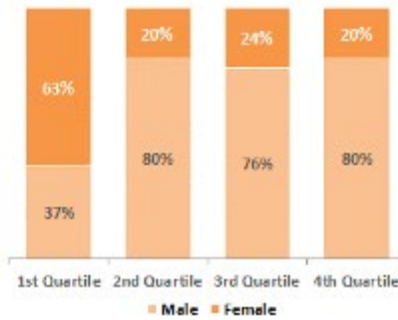
Gender Pay Gap Measures

Reference Date: 5th April 2025



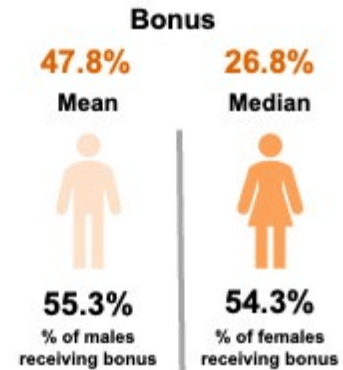
Pay Quartiles

The quartiles are divided into equal employee numbers. Quartile one has the lowest paid and quartile four has the highest paid employees.



Gender Bonus Gap Measures

6th April 2022 to 5th April 2025



- **Snapshot, quartiles and dimensions reporting:** The total employee population is 618 with a Male / Female split of 68.1% / 31.9%.
- **Bonus reporting:** The total eligible employee population is 340 with a Male / Female split of 68.1% / 31.9%.

	April 2025		April 2024		April 2023		April 2022		April 2021		April 2020		April 2019		April 2018		April 2017	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Pay Gap	17.2%	23.2%	12.2%	21.5%	17.6%	25.4%	22.4%	29.0%	29.3%	37.7%	29.3%	39.3%	29.8%	36.8%	30.6%	35.2%	29.0%	38.1%
Bonus Gap	47.8%	26.8%	49.1%	33.0%	42.6%	90.9%	53.7%	33.1%	42.6%	0.0%	12.6%	0.0%	41.9%	35.3%	53.9%	80.2%	62.7%	40.4%
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
% of employees receiving bonus	55.3%	54.3%	46.2%	41.6%	72.1%	74.7%	90.9%	97.3%	72.2%	68.8%	61.0%	52.6%	82.6%	85.9%	10.9%	12.6%	83.6%	86.4%
% of employees in each Pay quartile	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Q4	80%	20%	77%	23%	78%	22%	81%	19%	85%	15%	85%	15%	83%	17%	85%	15%	86%	14%
Q3	76%	24%	79%	21%	80%	20%	78%	22%	77%	23%	77%	23%	77%	24%	76%	24%	78%	22%
Q2	80%	20%	78%	22%	75%	25%	75%	25%	77%	23%	75%	25%	70%	30%	71%	29%	62%	38%
Q1	37%	63%	41%	59%	45%	55%	43%	57%	45%	57%	42%	58%	46%	55%	48%	52%	50%	50%

The figures: their meaning and our commitment



In the year to April 2025, KCOM's gender pay gap shows an increase, following a narrowing in the previous years.

The mean gender pay gap in our 2025 figures is 17.2%, some 5% higher than in the previous reporting period. The median gap is 23.2%, 1.7% higher. However, this is consistent with the gradual, five-year trend of narrowing of our pay gap after significant progress shown in the April 2024 report.

Taken over the two years to April 2025, the figures show a 0.4% reduction in mean pay gap and 2.4% reduction in median gap.

In terms of bonus, 54.3% of female employees received a bonus payment in this year as opposed to 55.3% of male employees. This is a decrease in the bonus gap from the previous year where 41.6% of female employees

received a bonus compared to 46.2% of male employees.

These figures highlight that while issues remain to bring greater balance to our organisation in terms of roles carried out by male and female employees, the long term trend is for the pay gap to narrow. While males and females are paid consistently for the same roles, females are over-represented in lower paid roles. This is exacerbated by the under representation of females in higher salaried positions and reduces each measure of mean and median pay for females working within the business.

We believe the current pay gap is principally driven by the historical ratio of male to female employees within specific areas of our business. These areas – which include traditionally male-dominated technical and engineering roles as well as senior leadership roles – are where we are placing focus on developing and recruiting more female talent.

We remain committed to achieving a balance in male/female representation across the business and have instituted various initiatives to help achieves this.

These aim to establish a pipeline of future female talent in both technical and leadership roles that will benefit the business long term.

Developing future leaders

Paula levels up her leadership skills

Paula Kummick, KCOM's Consumer Head of Customer Experience, is currently completing a Level 7 Executive Leadership apprenticeship at the University of Leeds.

As one of 19 female colleagues currently being supported through leadership apprenticeships at KCOM, Paula believes the skills she's learning will help her to develop her career within the business.

"I decided to do the apprenticeship at a time when the scope of my role was growing and it was covering a broader range of responsibilities," she says.

"I wanted to make sure I was showing up as the best leader I could be, not just coping, but leading with clarity and confidence. The programme aligns closely with my role and the challenges I work through day to day.

"KCOM has been really supportive throughout the apprenticeship, both with time and expertise when I've needed it, and it's proved to be a great experience."

KCOM is currently funding a range of apprenticeship courses for female employees including Level 3 Team Leader, Level 5 Women in Leadership, Level 5 Operations Manager and Level 5 Coaching Professional as well as the Level 7 Senior Leader courses – enabling those taking part to focus 20% of their work time on study and attend face-to-face tutorial sessions.

"It's given me the space to step back from the day to day and really think about how I lead," says Paula.

"It's been a long time since I completed my degree (+20 years), so getting back into structured learning has been a positive experience.

"What I've found most valuable is the focus on reflection. It's helped me better understand my leadership style, how my decisions land and how important it is to create space for challenge and honest conversation. I'm more confident in my decision making and clearer in how I support my team through challenge."



KCOM welcomes inspirational women for global “give to gain” event

KCOM hosted its third annual International Women’s Day event this year, encouraging the next generation of female leaders and entrepreneurs.

More than 50 young women from 11 local schools and colleges across the KCOM region attended the event at the company’s Carr Lane offices.

The theme of this year’s event was “Give To Gain” encouraging women worldwide to embrace “generosity and collaboration” and to recognise “the power of reciprocity and support”.

Speakers on the day were Emma Dallimore, Chief Executive of Hull & East Yorkshire Mind; Megan O’Brien, founder of Athena Social media agency; Daniella Thorpe, Head of Digital Services at Humber Fire & Rescue Service; and Deb Oxley OBE, who’s impressive CV includes leadership roles spanning four decades and different organisations and sectors – but started out at KCOM in 1985, as an admin assistant, when it was still called the Hull Telephone Department.

Deb said: “It’s really important that women hear other women’s stories and to know what’s possible. There’s the saying that ‘if you can’t see it, you can’t be it’ and it’s great that events like this enable young women to hear and see what others have achieved.

“KCOM is a local institution and generations of people have grown up with it in this region – and it’s entirely appropriate that it hold events like this that inspire local women to fulfil their potential.”

The schools and colleges attending the event included East Riding, Wilberforce, Longcroft Sixth Form, Ron Dearing UTC, Hull College, Bishop Burton, St Mary’s, South Hunsley, Hymers, Beverley High School and Driffield Sixth Form.

Attendee Evie Goldstone, 17 who is currently in the final year of her Psychology, Maths and Geography A Levels, at Hymers College, said: “I’ve really enjoyed it and I’m finding the talks really inspirational.

“I’m quite self-critical and it’s easy to focus on the negatives all the time so it’s great to listen to women who have achieved so much and to realise that you don’t always have to have all the answers – you just have to be authentic and have some self-belief.”



KCOM and WiME - Inspiring more women into engineering

Achieving pay parity across the telco sector will require the rebalancing of the historical difference in the roles men and women fulfil.

While in the past areas such as engineering have been male dominated, roles in lower paid areas such as customer service have attracted more women. KCOM is making continued efforts to affect a generational change and help inspire more women into higher paid areas.

By taking part in events such as Women in Manufacturing and Engineering (WiME)'s Raising Aspirations scheme, careers fairs and insight days, KCOM aims to change perceptions and inspire the next generation of women into tech and engineering.

As part of the Rasing Aspirations programme, KCOM has teamed up with companies including Siemens Gamesa, Associated British Ports, RWE, Ørsted and Balfour Beatty to run events highlighting opportunities in tech and engineering.

The programme focuses on inspiring girls at an early stage, helping to build confidence, raise awareness of different career options, and encourage them to think about opportunities they might not otherwise consider.



Kristiana Klasena, KCOM Talent Acquisition Specialist, said the Raising Aspirations had proved invaluable for attendees.

She said: "It's a pleasure to speak to a group of incredibly engaged young women about the telecoms industry, how KCOM fits into it, and what kind of company we are - from the services we provide to the values we live by every day.

"Our mentors and guest speakers shared their career journeys, skills, and what they love about their roles - showing just how diverse and rewarding careers in our sector can be.

"The engagement and energy from the young people was phenomenal, and I really hope they left feeling a little more curious, a little more confident, and inspired.

"Here's to changing perceptions, opening minds, and making space for the next generation of women in tech and engineering."



Supporting women in senior roles



KCOM continues to make progress closing the gender pay gap and the general trend over the past decade remains downwards.

This is something we're working hard to build on not just at KCOM but across our wider region, by actively encouraging more women to consider roles in the fields of tech and engineering.

Within our business we're investing heavily in women in leadership programmes and apprenticeships, supporting 19 colleagues this year to build skills that will enable them to flourish and progress their careers at KCOM.

We continue to commit considerable time and resources to external outreach programmes such as Women in

Manufacturing and Engineering (WiME), aiming to inspire more young women to look at local employers such as KCOM as viable career paths.

By investing in programmes such as this we will help to make the generational shift in career opportunities that will reduce the gender pay gap in the years ahead.

Our Inclusion Team continues to have a positive impact on our company's culture, organising events and training opportunities as well as amplifying women's voices and supporting peers within the business. Our highly successful International Women's Day events, welcoming young delegates to our offices to hear inspirational stories from KCOM's women leaders as well as external leaders and entrepreneurs, remain an invaluable resource for local schools and colleges.

While there always remains work to be done, I'm confident the steps we're taking will continue to narrow the gender pay gap within the business.

Richard Schäfer
Chief Executive Officer
April 2026