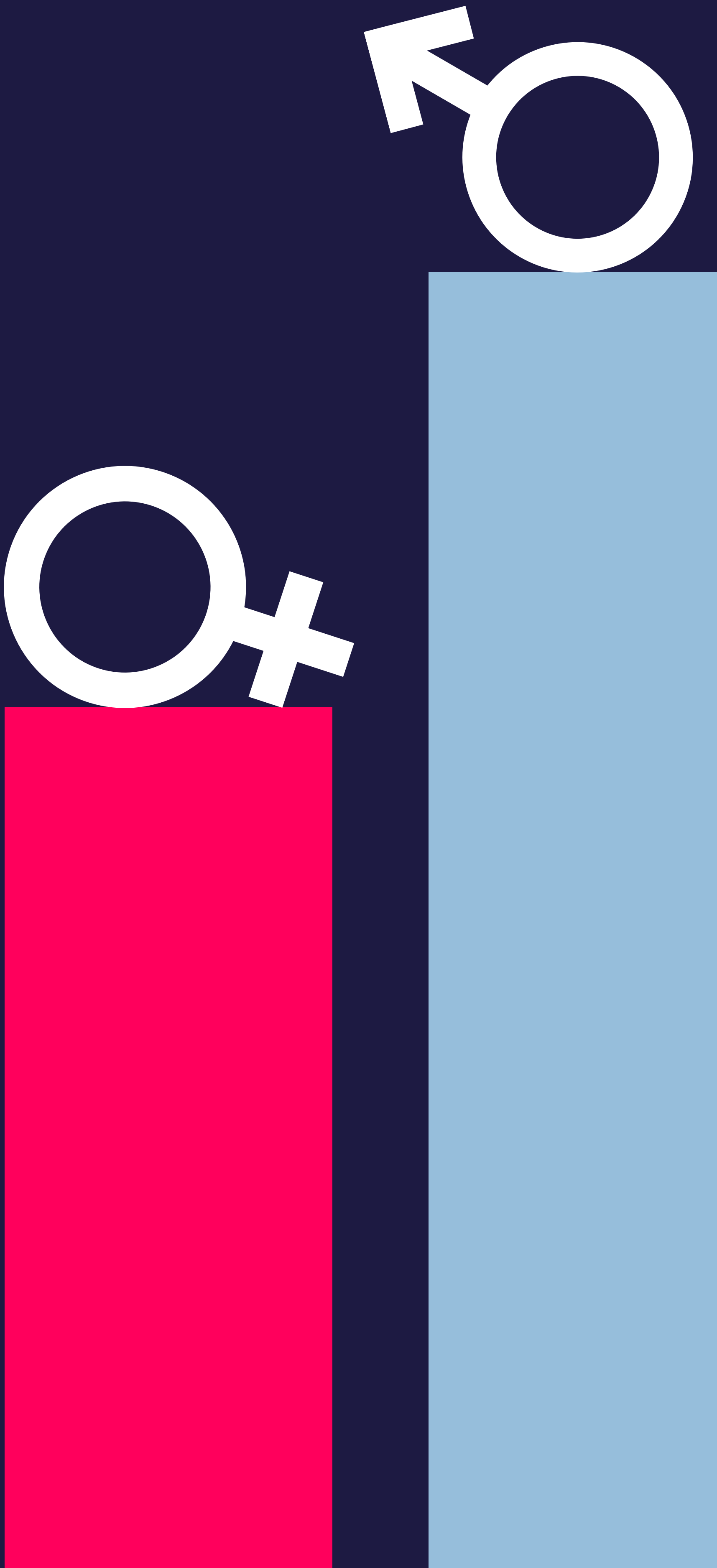
Accent

Gender *pay gap*

2025-26



We are caring
We are driven
we are smart
we are inclusive

accentgroup.org

Whilst legislation requires that Accent (and other companies with more than 250 staff) report their gender pay gap to the government on an annual basis, we also believe that transparency in reporting our pay gaps is a measure we need to take to *recognise and accept that we still have work to do.*

What is the *gender pay gap?*

The gender pay gap is the percentage difference between average hourly earnings for men and women.

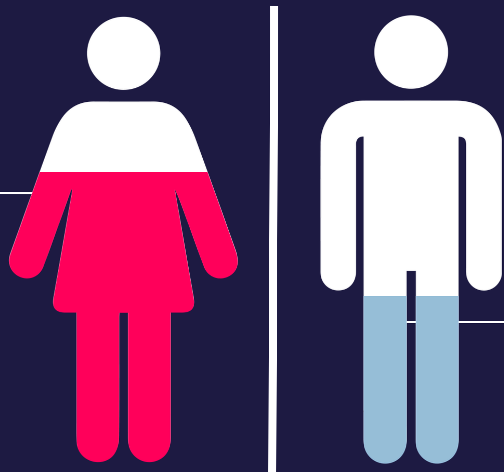
Here at Accent, our median gender pay gap is 8.1%, which is a decrease of 0.8% from last year.

(This information is a snapshot taken on 05 April each year.)

What is the gender split at Accent?

65%

of colleagues are women



35%

of colleagues are men

Accent is a trans-inclusive organisation, and we recognise that a binary presentation of gender does not represent all of our colleagues and customers. The use of men and women as categories here conforms to legal HMRC and gender pay gap reporting service templates.

Hourly *rates of pay*

Our mean pay gap is 12.6%. The mean is our average pay. This is calculated by adding up all our salaries and dividing by the number of colleagues.

Our median pay gap is 8.1%. The median is the middle value in our pay. This value is calculated by organising all of our salaries in order and picking the middle number.

Closing the Gap *Fairness and inclusion*

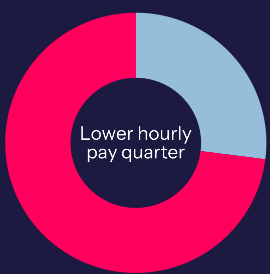
Accent is a place to thrive and be rewarded fairly. Embedding equity and inclusion as key parts of decision-making are a core part of our corporate strategy: it's our aim to make sure that the impact of every decision and change is considered with an intersectional lens.

Over two thirds of Accent colleagues are women – we're proud to be sector leaders with this – and over 55% of our leadership team are women.

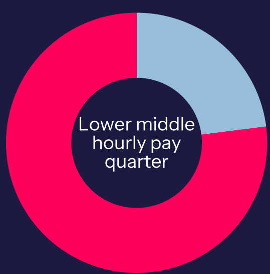
Our median gender pay gap has decreased year-on-year again. While we're pleased with the progress we're making, we know there's still work to do to eliminate the gap completely.

We have a dedicated pay gap action plan for the year. This looks at recruitment, promotion and what it means to have a truly inclusive culture.

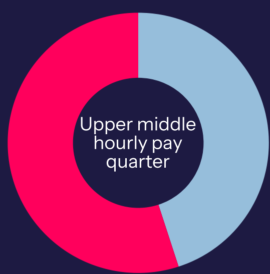
Quartiles Reporting – *Proportions of genders in quartile bands*



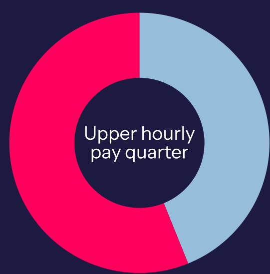
Men: 26.5% | **Women:** 73.6%



Men: 23.3% | **Women:** 76.7%



Men: 45.5% | **Women:** 54.6%



Men: 43.8% | **Women:** 56.2%

Framework for fairness

How Our Framework Is Closing Pay Gaps and Driving Inclusion

We also recognise that we need to continue to do more to completely eliminate our gender pay gap.

In 2024/25 the creation of the Framework for Fairness was our most significant intervention. In addition to creating a fair, competitive and transparent pay structure, it also revitalised all of our benefits. In 2025/26, this was delivered to completion, with a number of additional benefits designed to attract and retain colleagues from a wide range of backgrounds.

So when we look at reward at Accent it goes far beyond salary: it includes the additional 10 days off for medical leave (including for gender reassignment and menopause-related appointments); enhanced family leave; enhanced sick pay; a medical cash-back plan; health MOTs with option add-ons for a number of specific health tests; and a host of cost-saving interventions. In March 2026 we created Accent's first Reward Statement - a summary for each colleague ofwhat their individual reward package contains.

Our EDI Plan, as a part of our overall People Strategy, contains our pay gap action plan. We committed last year to investigate our **extended pay gaps**, and an internal deep-dive was conducted to look at ethnicity and disability pay gaps. These were published internally, and from April 2026 they will be published externally.

In 2026/27 the focus will be enhancing our pay gap action plan in line with changing legislation - to create an overall **Equality Action Plan**.

Pay Gap Action Plan

Our pay gap action plan for 2025/26 set out the following actions as priorities:

- Baseline our ethnicity and disability pay gaps for the 2025/26 financial year
- Review promotion decisions and identify opportunities for growth and intervention
- Customise our approach to succession planning, within our People Strategy, ensuring it is informed by EDI data
- Review leaver data to identify opportunities for intervention
- Create a deep-dive internal analysis of pay gaps linked to the Framework for Fairness, our new approach to reward and recognition
- Conduct a half year update analysis
- Work towards a pay gap of 5.5% as minimum by April 2027
- Undertake training with the Accent Board to reaffirm the commitment to addressing inequity at all levels
- Improve our recruitment data and create an new programme of training on inclusive interview and shortlisting techniques
- Deliver 'Inclusive Leadership' training as a part of the Learning Academy
- Introduce a refreshed approach to CV shortlisting