

Gender Pay Gap Report 2025



PARK PLACE
TECHNOLOGIES

At Park Place Technologies (PPT), we recognise that diversity and equality are key drivers of our success and fundamental to delivering the exceptional employee experience we strive to create for every team member. We value the unique skills, perspectives, and experiences our people bring, and we are committed to fostering a workplace where everyone has equal opportunity to grow, contribute, and succeed.

Aligned with our vision, we aim to create an environment where hard work and dedication are recognised and rewarded, where innovation and continuous development are championed, and where individual progress is celebrated. Through a comprehensive approach to total rewards and well-being, we support our people both professionally and personally.

In line with our mission to attract, develop and retain a high-performing global workforce, we are dedicated to building an inclusive culture grounded in integrity, respect, kindness, and collaboration. By empowering employees across all regions and backgrounds, we create opportunities for everyone to thrive, advance professionally, and contribute to innovative business solutions while reaching their highest potential.

Park Place Technologies is committed to maintaining a fair and equitable workplace. We are honoured to have been recognised for the third time as a Great Place to Work-Certified™ organisation, most recently in 2025, by Great Place to Work, a globally respected consultancy specialising in workplace culture, HR, and people management. Additionally, we have earned recognition as one of the UK's Best Workplaces and Best Workplaces in Tech—awards several times based on direct employee feedback. In these surveys, our employees have consistently, overwhelmingly confirmed that they are treated equitably, regardless of gender, reinforcing our dedication to gender equality within our workforce.

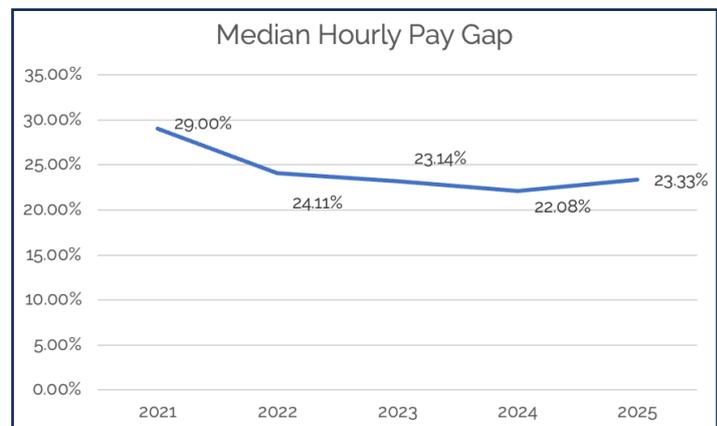
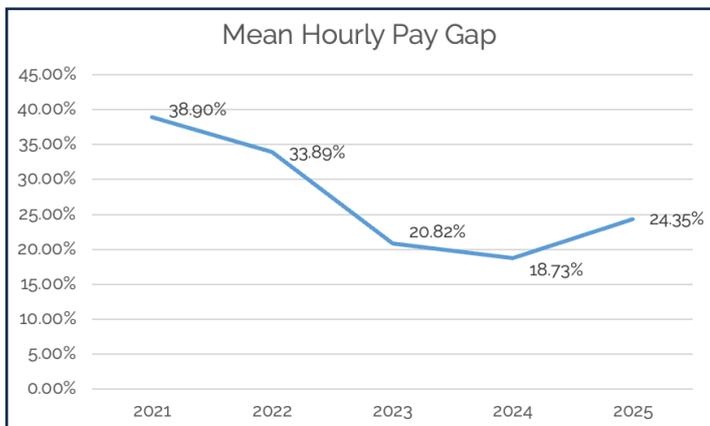
We remain proud of the progress Park Place Technologies has made in addressing gender pay equity. While our gender pay gap has increased slightly this year, our commitment to fostering a diverse and inclusive workplace remains unchanged. This report provides transparency on our current position and outlines the actions we are taking to continue making progress over time.

THE FIGURES

GENDER PAY GAP FOR HOURLY PAY

MEAN	
2023	20.82%
2024	18.73%
2025	24.35%

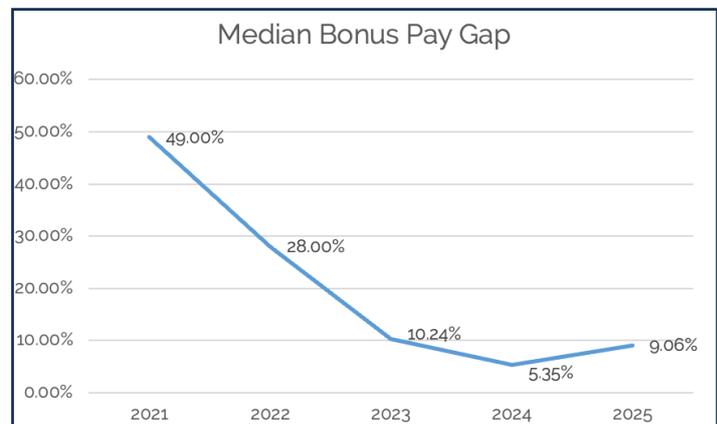
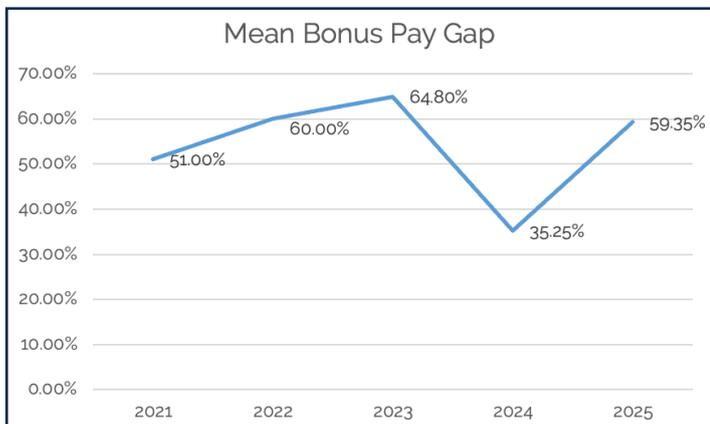
MEDIAN	
2023	23.14%
2024	22.08%
2025	23.33%



GENDER PAY GAP FOR BONUS PAY

MEAN	
2023	64.80%
2024	35.25%
2025	59.35%

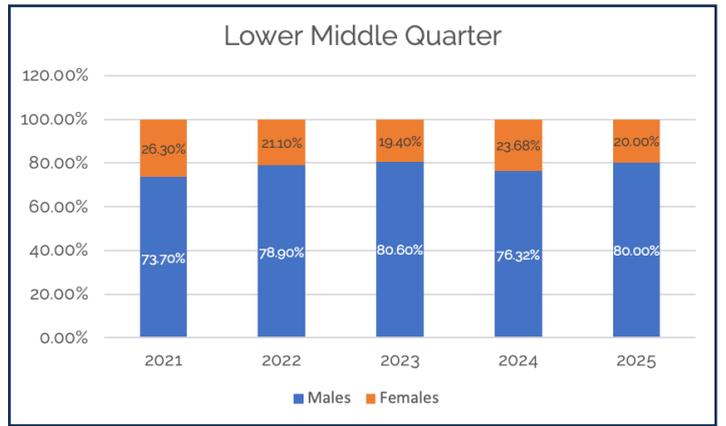
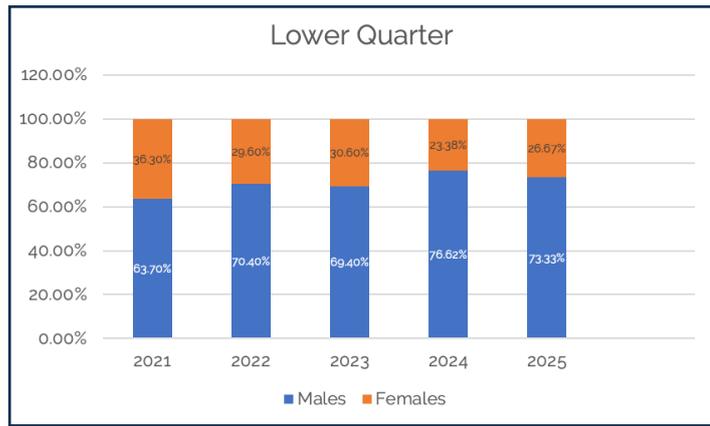
MEDIAN	
2023	10.24%
2024	5.35%
2025	9.06%



PROPORTION IN EACH PAY QUARTILE

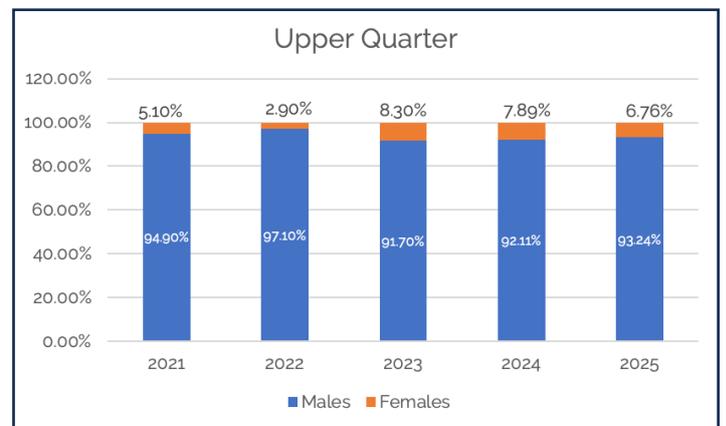
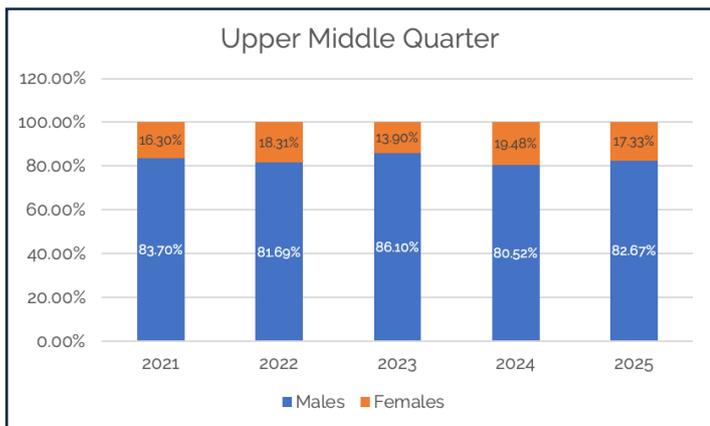
LOWER				
2023	Males	69.40%	Females	30.60%
2024	Males	76.62%	Females	23.38%
2025	Males	73.33%	Females	26.67%

LOWER MIDDLE				
2023	Males	80.6%	Females	19.4%
2024	Males	76.32%	Females	23.68%
2025	Males	80.00%	Females	20.00%



UPPER MIDDLE				
2023	Males	86.1%	Females	13.9%
2024	Males	80.52%	Females	19.48%
2025	Males	82.67%	Females	17.33%

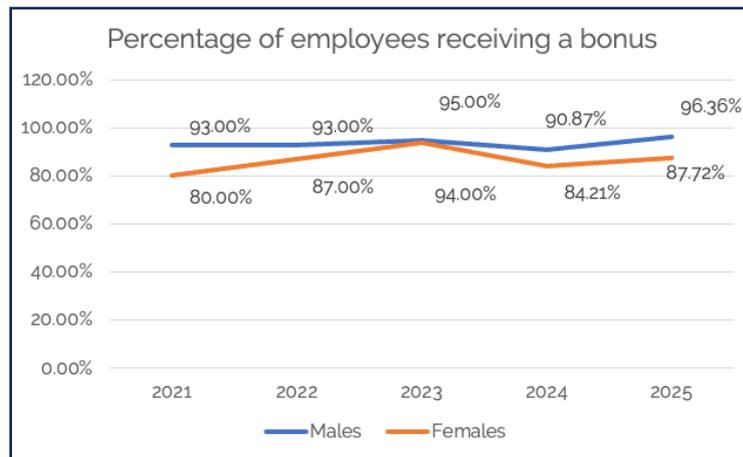
UPPER				
2023	Males	91.7%	Females	8.3%
2024	Males	92.11%	Females	7.89%
2025	Males	93.24%	Females	6.76%



PERCENTAGE OF EMPLOYEES RECEIVING A BONUS

MALES	
2023	95%
2024	90.87%
2025	96.36%

FEMALES	
2023	94%
2024	84.21%
2025	87.72%



UNDERSTANDING THE FIGURES

Although there was a slight increase in the company’s hourly gender pay gap between 2024 and 2025, the overall trajectory from 2021 to 2025 remains one of sustained improvement, with the gap continuing to narrow over time. In previous reports, we identified three key contributors to our gender pay gap:

- A significant proportion of our employees’ salaries had been inherited from acquired companies. We have been aiming to address disparities during our annual merit cycles, however as the company continues to make further acquisitions, this remains a contributor to our gender pay gap.
- Our senior leaders in the UK were predominantly male.
- Aside from our leadership team, the majority of our top quartile were in sales roles, where the largest part of their compensation is based on commission. The make-up of this team was also predominantly male.

These remain the key contributors to our pay gap in 2024/2025.

Increased concentration of men in the highest-paid roles

In 2025, a greater proportion of the highest hourly-paid roles were occupied by men. This includes, technical leadership, executive positions and senior sales, where hourly pay rates are significantly higher and in some cases substantially exceed the rest of the organisation.

In the sales team, some exceptionally high bonuses in the form of commission were paid, these affected the gap in both hourly pay and bonus pay. The employees occupying these roles were predominantly male causing the mean hourly pay rate to increase significantly, whereas the increase in the median hourly pay rate was more subtle and reflective of typical bonus outcomes.

Limited change in representation of women at senior levels

While women continue to be represented across a range of professional and operational roles, there has been a lot of stability in our senior leadership team within the UK, meaning very little employee turnover in this group. As a result, women remain underrepresented in roles with the highest pay ranges. Currently, 21% of our UK leadership team are women, closely reflecting the broader UK IT and technology industry average of around 20–21% female leadership (Women in Tech Network, 2025).

In the section below we explain our efforts to continue to attract and develop women into senior leadership positions, accounting for a high percentage of the upper quartile. Although progress has been made in this area, achieving a gender balance in the senior leadership team cannot be accomplished overnight, particularly given the male dominated IT industry. We are committed to continuing our efforts set out in this report in order to address this.

ACTIONS TAKEN TO CLOSE THE GAP

Recruitment

Our Talent Acquisition team remains dedicated to attracting top-tier talent while ensuring a fair, unbiased interview and selection process. From the moment a candidate submits an application, the Internal Recruitment team serves as the initial point of contact. If the candidate possesses the required skills and meets the role's criteria, the Internal Recruiter will conduct a pre-screening and initiate the interview process.

Throughout the recruitment lifecycle, multiple touchpoints allow for comprehensive feedback from hiring managers and leaders. This feedback is essential and is reviewed to ensure that it is detailed, objective, and free from bias—particularly with regard to gender. This process applies equally to all candidates, whether they are progressing in the process or being declined.

Diversity remains a key priority for the Talent Acquisition function, as reflected in our 2025 hiring data. We have achieved a 44% increase in female hires compared to 2024. Additionally, we saw a year-over-year improvement in the ratio of female to male hires across all roles. These results demonstrate our ongoing commitment to creating a more diverse and inclusive workforce, with a growing proportion of roles being filled by female candidates.

Career Progression

Between April 2024 and April 2025, 17.24% of women were promoted, compared to 15.29% of men. We continue to be committed to supporting women to progress into more senior and higher-paid roles across the organisation. We recognise the importance of creating clear pathways for career development and ensuring that progression opportunities are accessible and equitable.

To support this, we have introduced a mentoring scheme, designed to provide guidance, support and career insight to employees looking to develop and advance. Alongside this, we have continued to strengthen our succession planning processes, enabling us to proactively identify high-potential and high-performing employees and put in place structured development plans tailored to their individual career goals. These initiatives are intended to build capability, increase confidence, and support long-term career progression.

We have also focused on increasing the visibility of female role models within the business. At this year's Sales Kick Off event, there was greater representation of women among speakers. This was an important step in providing inspiration and motivation for female employees within the sales function.

Together, these actions form part of our broader commitment to developing a diverse leadership pipeline and ensuring that talent is recognised and supported at all levels of the organisation.

Policies and Benefits

Park Place Technologies is proud to have launched our Women in Technology initiative in the US, a program dedicated to fostering a supportive and empowering community for women in the tech industry. The mission of the group is to celebrate our shared experiences and encourage one another through intentional recruitment, career development, professional growth, and retention efforts. The initiative emphasizes creating opportunities for in-person events, meaningful discussions, interaction with executive leadership, and networking, while also cultivating a sense of community and purpose beyond day-to-day roles. We are excited to expand this impactful program to the UK in the near future, furthering our commitment to building an inclusive and inspiring environment for women in technology.

Following the introduction of enhanced support for employees experiencing menopause as part of the Employment Rights Act 2025, we have taken the opportunity to proactively review our existing support offering and develop a comprehensive action plan. We recognise that menopause can have a significant impact on employees' wellbeing and working experience, and we believe it is important to provide the right support to enable individuals to attend work consistently and perform at their best. While these measures are not yet a regulatory requirement, we made a conscious decision to act early to ensure we are creating a supportive and inclusive working environment. We hope that these improvements will have a positive impact on employees who are currently experiencing, or will soon experience, menopause, and will support them to remain engaged, perform effectively, and continue progressing in their careers, including into more senior and higher-paid roles.

While our benefits offering in the UK consistently receives positive feedback from employees, we are always looking for opportunities to further enhance and evolve our provision. We recently opened Park Place's first on-site childcare facility at our headquarters in Cleveland, Ohio, in partnership with Sweet Kiddles. This initiative represents a significant step in expanding our family-friendly benefits and helps to remove a critical barrier for working parents by providing accessible and reliable childcare.

To achieve a similar level of support for our UK employees, we are currently exploring options to introduce childcare-related benefit schemes within the UK. While these schemes would be available to all employees, we recognise that childcare responsibilities continue to disproportionately impact women. According to the Office for National Statistics (2019), women are more likely than men to reduce their working hours due to childcare responsibilities. By strengthening our support in this area, we aim to help reduce these barriers, enabling more employees, particularly women, to remain fully engaged in their roles and continue progressing in their careers.

Culture

At PPT, we know that supporting and inspiring women is vital to attracting, developing, and retaining female talent in higher-paid roles. Our employee-led PPT Social Circle organises activities and events that build a collaborative, engaging, and high-performing workplace while encouraging cross-departmental connections. This year, with a new female Head of the Social Circle, we have renewed strengthened female representation within the group, bringing fresh perspectives to ensure events are inclusive, engaging, and particularly motivating for our female colleagues.

Over the past year, we have placed particular focus on creating a safe and supportive environment—both physically and psychologically—for all employees, with a specific emphasis on the needs of female employees. To support this, we have introduced a combination of online and instructor-led training focused on the prevention of sexual harassment and discrimination. By fostering a workplace where all employees, and especially women, feel safe and respected, we aim to create the conditions that allow everyone to grow, thrive, and succeed in their careers.

The Park Place Strategic House serves as a visual roadmap of the company's priorities for the next three years, clearly outlining our focus areas and key objectives. At its foundation, the Strategic House places a strong emphasis on enhancing the employee experience and the past few years have seen a specific goal to improve overall employee engagement. This focus benefits all employees by creating a more supportive, inclusive, and motivating workplace. For female employees in particular, prioritising engagement and development helps to ensure that they have access to opportunities for career progression, skill-building, and leadership development, ultimately supporting advancement into more senior roles and higher-paying positions. By linking our strategic priorities to employee growth, the Strategic House reinforces our commitment to equity, inclusion, and long-term career success for all.

Directly Addressing Pay Disparity

In 2025 Park Place introduced a new compensation policy philosophy. The compensation philosophy is driven by principles such as rewarding performance, maintaining market competitiveness, ensuring pay equity, and adopting a total rewards approach that includes salaries, benefits, and recognition. Compensation comprises a base salary determined by role and market benchmarks, performance bonuses tied to individual and organizational achievements, comprehensive benefits, and various recognition programs. Regular performance evaluations, market benchmarking, merit-based increases, and career progression opportunities ensure that compensation remains fair, competitive, and reflective of employees' contributions and growth. We are committed to maintaining equity and fairness in compensation across all levels of the organisation through fair pay and transparent compensation principles irrespective of gender, race, age, or any other protected characteristic.

In our 2023/2024 Gender Pay Gap report, we committed to conducting continuous salary benchmarking to ensure our pay remains aligned with market standards across all roles. These regular assessments are designed to help us identify and address any gender-based pay discrepancies, particularly following major pay increase cycles or promotions. By carefully evaluating significant merit increases, we have continued to uphold equitable compensation practices and prevent the emergence of new disparities. While we recognise that this approach will not deliver immediate change, it represents a positive step forward in promoting fairness and pay equity across the organisation.

In 2025, we updated our pay decision-making process to align with our new compensation policy philosophy and ongoing salary benchmarking. To further strengthen fairness and consistency, pay recommendations are now based on objective factors, including role, location, current salary relative to the market, and performance. The management team continues to be involved, reviewing recommendations and providing justification for any deviations from these guidelines. This approach ensures transparency and equity in our compensation decisions while maintaining valuable managerial oversight.