

MIGSO-PCUBED

AN ALTEN COMPANY

2024-25 Gender Pay Gap.

Our company context

As part of a global project and programme management consultancy, MIGSO-PCUBED (MP) UK operates in both public and private sector organisations across a range of industries including manufacturing, technology, financial services, and energy.

Operating in sectors that rely heavily on STEM expertise, our success depends on attracting and retaining diverse talent. However, the persistent underrepresentation of females in these fields poses an ongoing challenge for the industry and for companies like ours striving for balanced representation across all levels.

Our obligations

As a responsible employer with more than 250 employees and in compliance with our statutory duties under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 MP are publishing our Gender Pay Gap analysis.

This marks MP's third external Gender Pay Gap report, published in April 2025, based on data from 5 April 2024, with bonus information covering the prior 12 months.

We are required to publish the following six data points for our UK business:

- Mean gender pay gap
- Median gender pay gap
- % of men and women in each hourly pay quarter
- Mean gender bonus pay gap
- Median gender bonus pay gap
- Proportion of men and women receiving bonus pay

What is the gender pay gap?

The gender pay gap is the difference in the average mean and median earnings (hourly pay and bonus pay) between men and women in an organisation irrespective of role, responsibilities, or seniority. It is expressed as a percentage of the average male earnings.

The gender pay gap can be confused with equal pay. The two overlap but they are not the same. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value, who work for the same employer. It is unlawful to pay people unequally because they are a man or a woman. The data contained in this report is not a measure of equal pay, as the reporting methodology does not take into account level or role.

National data

At national level, gender pay gap data is produced by the Office for National Statistics (ONS) using a sample of data from their Annual Survey of Hours and Earnings (ASHE). The ASHE survey covers workers in all organisations irrespective of size, whilst the statutory reporting process that we are inputting to focuses on just large organisations.

The ONS estimates the gender pay gap on the basis of hourly earnings, excluding overtime, and reports the median rather than the mean earnings. By comparison, our calculations are not produced on the basis of a sample, but on our complete population. The data which MP submits into the UK Government statutory reporting programme does not form part of the ONS data set. As the ASHE sampling techniques are robust, it is possible to make some comparison between the ONS headline figures and our gender pay gap figures - however due to the differences in approach such comparisons should only be broad-brush.

Our headline data

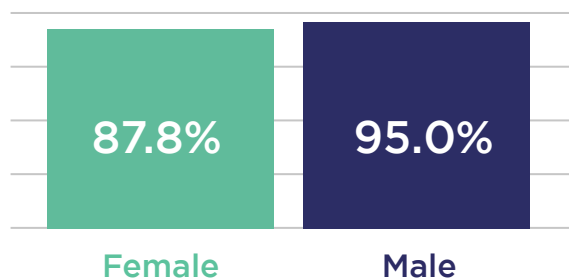
Overall gap between men and women

5th April 2024 snapshot data

	Mean	Median
Hourly pay	13.9%	11.2%
Bonus pay	26.3%	26.3%

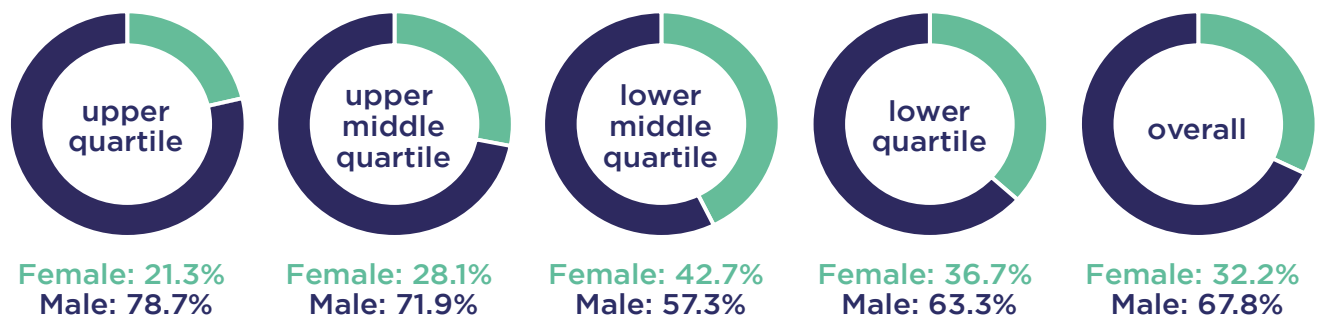
Proportion of employees who received bonus pay

in the 12 months to 5th April 2024



Percentage of men and women

in each hourly pay quartile



About the data

Our mean pay gap is 13.9% and our median pay gap is 11.2%. Like many companies in our space, this pay gap is primarily due to having fewer women than men in the organisation, particularly at the more senior levels. That our mean gap is larger than our median is also a product of having more men in senior roles with the range of hourly pay being skewed by the higher end earners.

We continue to make progress towards a more balanced gender split, with increasing female representation across all pay quartiles, particularly in the lower and lower-middle quartiles. While this improvement reflects positive momentum in our gender diversity efforts, it has also contributed to a widening of the median pay gap. We remain focused on the recruitment, development, and promotion of women at all levels, which over time will help to redress this shift and deliver a more balanced distribution across the organisation.

The data shows that the bonus pay gap has widened since the previous reporting period. Year-on-year changes in both the mean and median bonus gaps are influenced by a range of factors, including shifts in workforce composition, eligibility criteria, types of bonus awards available in the reporting period (e.g. discretionary performance bonuses, cost of living allowances, and recruitment referral schemes), how these awards are distributed, and variations in variable pay, particularly among senior roles.

During the reporting period, start date based eligibility criteria were applied to bonus schemes, notably the cost of living allowance and the discretionary performance award. While these criteria were applied consistently, the start date eligibility meant that a lower proportion of women qualified for these payments compared to men. This contributed to a lower overall bonus participation rate among female employees (87.8%) versus male employees (95%) and has been a factor in the widening of the median bonus pay gap.

Last year, we acknowledged that some year-on-year fluctuation in our gender pay gap data is to be expected — and that not all changes will necessarily move in the desired direction every time. This year's snapshot reflects that reality. However, our commitment to long-term, sustainable progress remains unwavering. While this is only our third published gender pay gap report, we have been monitoring these metrics internally since 2018, and the overall direction of progress across all key measures remains positive.

Looking ahead, we recognise the challenges to progress and are steadfast in our commitment to advancing gender diversity. We are dedicated to our aims for equitable representation of women at every level of our organisation.

Our commitments

At MP we are committed to building a company that is truly diverse and inclusive. We commit to continuing to strive to shape and nurture a culture where everyone is valued; where inclusiveness is a reflex, not an initiative and where EDI underpins our values and everything we do. Gender diversity is one key area of our overall strategy.

Our commitment translates into action. Here are some of our recent highlights:

- During 2024, we undertook a comprehensive review and relaunch of our family policies to better support parents and carers across our workforce. This formed part of our broader commitment to fostering a more inclusive culture and supporting our ambition to attract and retain more women across all levels of the organisation.

Key improvements included enhanced eligibility for all parents, significantly improved paid leave across all types, and clearer guidance to support employees before, during, and after parental leave. We increased the enhanced paid maternity, paternity and adoption leave entitlements and introduced enhanced paid shared parental leave. We expanded the policy to reflect a wider range of family structures and introduced specific provisions for surrogacy, including paid time off for related appointments.

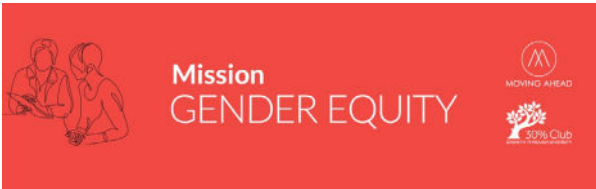
By offering more equitable and inclusive support for different family structures and caring responsibilities, these changes are designed to reduce barriers that can disproportionately impact women's progression and participation in the workplace. Creating a culture where people feel supported through key life stages is central to our aim of building a diverse and balanced workforce.

- For the eighth year running, we are honoured to engage in *Mission Gender Equity* (formerly known as the 30% Club), a collaborative cross-company mentoring initiative. The programme aims to cultivate a diverse talent pool and advance gender balance across all organisational levels. Annually, a cohort of high-potential female talents from MP are paired with external senior leaders as mentors, while MP also contributes mentors to the programme.
- Our EDI Community of Purpose continues to evolve, providing a safe and supportive space to drive meaningful change, champion equity, and challenge existing norms. Through collaboration, allyship, and open dialogue, the community works to break down barriers and build a more inclusive and diverse workplace.
- Our Affinity Networks are a cornerstone of our EDI Community of Purpose. These employee-led groups foster a diverse and inclusive culture by providing support, encouraging open dialogue, and creating safe spaces where colleagues can share experiences and bring their whole selves to work. They serve as powerful platforms for raising awareness, addressing challenges, and generating new ideas. Among our six active networks, the Women's Network plays a vital role in advancing gender equality. Its mission is to create an environment where women and their

allies can grow, connect, and succeed - both personally and professionally. The network continues to evolve and increase its impact year-on-year, driving engagement and advocacy across the business. A key highlight is its best-in-class annual International Women's Day programme, which brings together MP colleagues, our professional networks, and clients in a vibrant celebration of gender equity and shared progress. Through mentorship, training, leadership opportunities, and a strong sense of community, the Women's Network empowers members to thrive while championing gender diversity throughout our organisation.

- We remain signatories of both the Women in Nuclear and Women in Defence Charters. In 2024, we actively participated in the Women in Defence and Defence Women's Network Conferences, and we have established an internal working group to develop a dedicated programme of activities for 2025. These actions reflect our dedication to fostering a more inclusive and supportive environment for women across our industry.

While we recognise that progress has been made, closing the gender pay gap remains a priority. We believe the most impactful change will come through increasing gender representation at all levels of our organisation - particularly in senior positions. We are committed to this goal and we continue to make deliberate strides on our journey toward greater equity.



Declaration

We confirm the gender pay gap data contained in this report for Program Planning Professionals (t/a MIGSO-PCUBED) is accurate and has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read "Sharon Walsh".

Sharon Walsh
UK Director & Head of Human Resources

A handwritten signature in black ink, appearing to read "Richard Siddle".

Richard Siddle
UK Director & Country Manager

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