

Gender Pay Gap Report

Reporting period 2025



Introduction

Zen is committed to doing everything we can to improve the gender balance within the Technology industry, and closing the historic gender pay gap which exists. Through our active DEIB networks, including, but not limited to, Women In Tech, our recruitment practices, Development support and work with Ofcom's pledge to support more women into Senior Technical roles within the industry, we are striving to provide an environment where women can thrive, and enjoy opportunities at all levels of the organisation.

Facts and figures – snapshot date 5 April 2025

Gender Split

Female **30%** | Male **70%**

Pay Gap

Mean (average) | Median (middle)

18.7% | **19.9%**

Bonus Gap

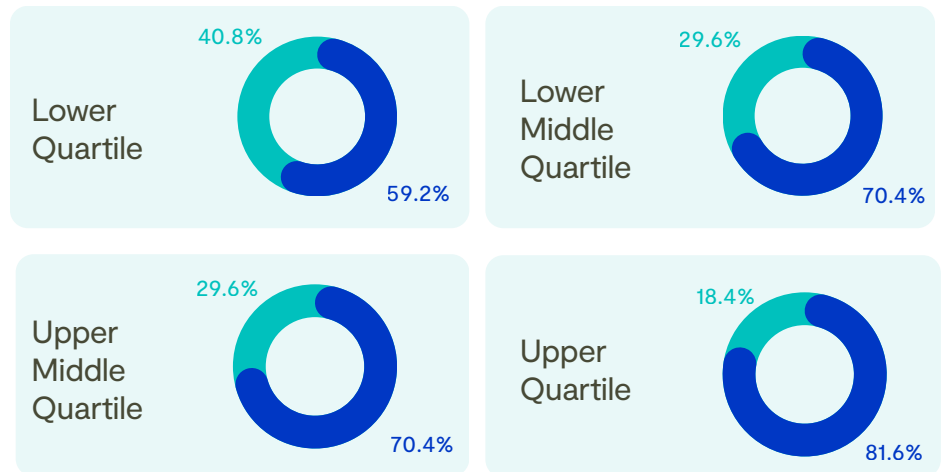
Mean (average) | Median (middle)

100% | **100%**

This reflects bonuses during the snapshot period were paid only to male employees, with bonus payments being phased out.

Our Pay Quartiles

Female Male



82%

of our women received formal development during this period



33

of our women have been promoted during this period



15%

of our people have a formal flexible working arrangement – 54% are women



50%

of women on our public speaking course achieved career progression

Women's development

Our "Demystify Tech Roles" programme introduced women across the business to opportunities in technical roles, highlighting career pathways and upskilling options to help increase female representation in tech.

Supporting the future generation

Our early careers initiatives support the next generation of women in tech. Zen Academy is our two-year programme supporting IT students with employability skills, work experience and pathways into careers at Zen. Our Female Mentoring Scheme launched its second programme at Hopwood Hall College, supporting four female IT students, while our Summer Code Club hosted two coding sessions for colleagues' and tenants' children, with 48% of attendees girls.

Menopause support

We hosted podcasts, educational sessions by menopause coach Emma Neville. As well as events guided by menopause specialists and regularly promote external support through partners such as Benenden.

Manager guides and supportive policies

New manager guides on domestic abuse, caring responsibilities, and menstrual health help support colleagues' wellbeing and work-life balance.

Removing barriers toolkit

Working with male colleagues, we developed a Removing Barriers in the Workplace toolkit, providing guidance and resources to support women (and managers of women) to support them throughout their careers.

Expanding DEIB networks and learning

Our 12 people-led networks support connection, insight sharing and inclusion. Since our last report we have launched Carers, Veterans and Zen's Man Club, alongside introducing a DEIB learning module to help colleagues better understand diversity and build a culture of belonging.

Employee engagement

Our Great Place to Work survey shows women at Zen are highly engaged and positive about their career progression, development and support.