

ManyPets®

2026

Gender Pay Gap Report



I am pleased that this year's gender pay gap report reflects meaningful progress, and it's important that we are clear about both what sits behind that progress and what still needs to change.

Our mean gender pay gap has reduced from 43.3% to 33%, and our median gap from 48.2% to 42%. These are material movements in a single year and are primarily driven by an increase in female representation in our upper pay quartile.

That shift comes from a combination of internal progression and targeted hiring. It also reflects the way we have designed our operating model. Our remote-first approach, with flexibility around where and how people work, plays a role in enabling more women to progress into senior positions without interruption to their careers.

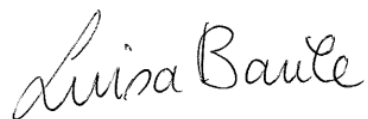
At the same time, it's important to be precise about what the gender pay gap represents in our business. We have 100% pay equity for like-for-like roles, and we are transparent about salary ranges during recruitment. The gap is not about unequal pay. It is about the distribution of roles.

We operate across two areas with very different gender dynamics. Veterinary nursing, which is a core part of our Operations function, is overwhelmingly female. Technology roles, as in the wider market, remain predominantly male and are typically higher paid.

That combination is the main driver of the gap.

None of that changes the fact that we need to continue improving. The progress we are seeing is encouraging, particularly in senior representation, but structural shifts take time and require consistent focus.

Our priority remains the same: to build an environment where progression and pay are determined by role and performance, not by gender. We will continue to report transparently and to take actions that move us in that direction.



Luisa Barile

CEO, ManyPets Ltd and Many Group

Our results

Our data is taken from a single snapshot in time: 5th April 2025. We are not required to report data for employees who were on maternity leave, sick leave, or taking unpaid leave on 5th April 2025.

	Females	Males	Subtotal	Mean Gap	Median Gap
Tech	20	46	66	19%	28%
Operations	158	57	215	4%	-10%
Others	37	29	66	11%	22%
Company	215	132	347	33%	42%

The differences across our teams is largely driven by our significant populations within both the Operations and Engineering teams, where we actively recruit expertise in veterinary nursing and software engineering—two fields known for notable gender imbalances and skills shortages.

When we calculating the Gender Pay Gap by function the gaps are significantly lower. We are particularly proud of having a nil pay gap in our Operations department.

While our overall gender pay gap reflects broader industry patterns and role distribution, we remain confident that we offer equal pay for equal work. Our internal salary structures ensure that employees performing the same or comparable roles are compensated fairly, regardless of gender. This commitment to pay equity at the role level reflects our focus on transparency and fairness.

Mean Gender Pay Gap (%)

The mean gender pay gap in hourly pay is 33%, meaning that, on average, women earn 33% less than men. This is an improvement of over 10 percentage points on the previous year.

Median Gender Pay Gap (%)

The median gender pay gap in hourly pay is 42%, which shows that the middle-ranking male employee earns 42% more than the middle-ranking female employee, also representing an improvement from last year’s median of 48.2%

These shifts, while gradual, are important milestones in our ongoing journey toward greater gender equity.

Quartile	Number of women	Number of men	Percentage women	Percentage men	Total people in quartile
Lower	65	28	69.9%	30.1%	93
Lower Middle	64	21	75.3%	24.7%	85
Upper Middle	56	29	65.9%	34.1%	85
Upper	31	56	35.6%	64.4%	87
Total	216	134	62%	38%	350

Systemic pay gaps in our industry

Gender equality continues to be shaped by societal norms and expectations that influence career choices and earning potential. These societal norms often guide career paths, and in fields that

require specialised expertise (such as veterinary nursing and software engineering), these factors contribute to a gender imbalance that impacts our gender pay gap.

The gender pay gap is a widespread issue across many sectors, and our results reflect broader industry trends, particularly in specialist areas like veterinary nursing and software engineering. These fields historically attract predominantly male or female workforces, which influences our overall pay gap despite our commitment to equitable hiring practices. While these challenges are not unique to ManyPets, we remain focused on understanding and addressing the specific drivers within our business.

Commitment to fair processes

We are committed to ensuring that our hiring, promotion, and pay processes are fair and transparent. Our approach focuses on hiring the best talent while ensuring that all employees are evaluated and rewarded based on their skills and contributions. We continuously review our internal processes to identify areas for improvement and maintain a workplace where everyone has the opportunity to succeed.

Talent discovery and retention

We continue to attract and retain a diverse workforce across many areas of the business. Our workforce reflects a commitment to providing opportunities across a wide range of roles. This level of representation demonstrates our ability to attract talent in a competitive market while fostering an inclusive environment.

Looking ahead, we remain dedicated to reducing our gender pay gap by continuing to monitor and analyse the factors driving these outcomes. We are focused on promoting internal mobility, identifying growth opportunities for underrepresented groups, and ensuring that gender does not limit anyone's potential at ManyPets.

Explaining the terminology

Employees – Our report includes all individuals directly paid through the ManyPets Ltd payroll.

Gender pay gap – The difference in average earnings between employees who identify as men and those who identify as women.

Mean pay gap – The difference in the average hourly pay of men and women across our workforce.

Median pay gap – This is calculated by ranking all employees by their hourly pay, from highest to lowest, and identifying the midpoint. We also segment employees into quartiles to show gender representation across different pay levels.

Equal pay vs. gender pay gap – Equal pay ensures individuals performing the same or similar work receive the same pay. The gender pay gap reflects broader systemic differences in earnings due to factors such as job roles, career progression, and representation at senior levels.

Frequently asked questions

Why is there a gender pay gap?

Workplace gender equality is shaped by long-standing societal norms and expectations. Women often face additional barriers, such as the impact of caregiving responsibilities, which can lead to career interruptions or a greater reliance on part-time work. These factors contribute to differences in earnings and career progression.

Why are we taking part?

Inclusion and equity are at the heart of our company culture. We believe a diverse workforce enriches our workplace and creates a more fulfilling environment for everyone. By participating in gender pay gap reporting, we can track our progress and take meaningful action to address disparities.

Why now?

As a UK employer with over 250 employees, we are legally required to submit our gender pay gap report to the UK government by 4th April 2026. This is a snapshot of our company at 5th April 2025.

Who is included in the report?

Our report is based on a snapshot of employee pay data as of 5th April 2025. This means it reflects data from 12 months prior rather than the current year.

The report includes employees who identify as male or female. Unfortunately, it does not capture those who identify outside the traditional gender binary, such as nonbinary or gender-fluid employees. We have chosen to remove these individuals from our reporting to respect their right to self-identify.

Additionally, we have excluded employees who were on maternity leave, unpaid absence, or sick leave on 5th April 2025, as this data is not required. The report also focuses solely on employees and does not include contractors or off-payroll workers.

What data is shared?

We do not disclose individual salaries or personal information. The only data submitted to the government is our gender pay gap percentages.

All data used for this report has been handled by our People team in line with our data protection policies. Any personal information has been anonymised and pseudonymised where necessary to ensure confidentiality.

Appendix

Our promise

In addition to our plans for this year, here's what we promise both our people and prospective new joiners at ManyPets:

- We will ensure that everyone's salary and benefits are equitable for the job that they do in the country where the role is based.

- We will continue to implement strategies to attract and retain a diverse workforce, including targeted recruitment efforts, diverse interview panels, and inclusive job descriptions.
- We will mitigate the risk of someone being financially disadvantaged by their ability to negotiate. The salary we offer will be based on a benchmarked salary range and aligned to a clearly defined job description.
- We will openly share the salary details for all vacancies, and we will not adjust salary ranges to align with what someone has been earning elsewhere.
- We will not ask a candidate to disclose their current salary or package in the interview process. Instead, we explain how our reward process works and the package and benchmark we have agreed on for the role.
- We do not (and will not) ever pay someone differently based on their gender identity – or any other protected characteristic.
- We will undertake annual pay audits which show us trends and patterns to identify roles that can be above or below market pay; ensuring again that we pay people fairly for the job that they do. To make sure we're doing the right thing, we'll adjust these regularly to ensure we're closing any gaps where we can.
- We will review our role levels regularly (we call this "STAGES") and we will take active steps to revisit a role level if it's changed, become more complex, or has greater levels of responsibility.
- We make decisions regarding promotions based on skills, experience, and how people demonstrate our company values.
- We are committed to flexible working arrangements (provided that the needs and objectives of both the organisation and the employee can be met).
- We will address occupational segregation by promoting gender diversity in male-dominated fields and encouraging women to pursue careers in traditionally male-dominated industries.
- We will regularly monitor and evaluate pay and promotion practices to identify areas for improvement and ensure ongoing progress in reducing the gender pay gap.