



Gender Pay Report 2025

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At MBNL, we're proud of the inclusive, supportive culture we continue to build together. Diversity isn't just something we talk about – it's part of who we are and how we work. Our strength comes from difference- different perspectives, backgrounds, experiences, and identities across our workforce. Every member of our team plays a role in shaping the business we want to be. This commitment is reflected at the very top of our organisation, with our Board achieving 50:50 male to female gender split, demonstrating our focus on balanced and inclusive leadership.

Each year, we publish our Gender Pay Gap results as part of our commitment to transparency and long-term action. This year, we are pleased to share that our gender pay position has improved again, reflecting the collective effort we're making to create opportunities for all.

This report provides greater analysis of our gender pay gap and the actions that we are taking to address it. It highlights that the main driver for our gender pay gap is the difference in gender diversity in our senior positions. It underscores how enhancing female representation at this level can bridge the gender pay gap. Furthermore, it outlines our long-term strategies for fostering a more equitable and inclusive future. We look forward to an even more inclusive workforce, across all levels of all industries, with richer and more diverse thinking adding value to wider society.



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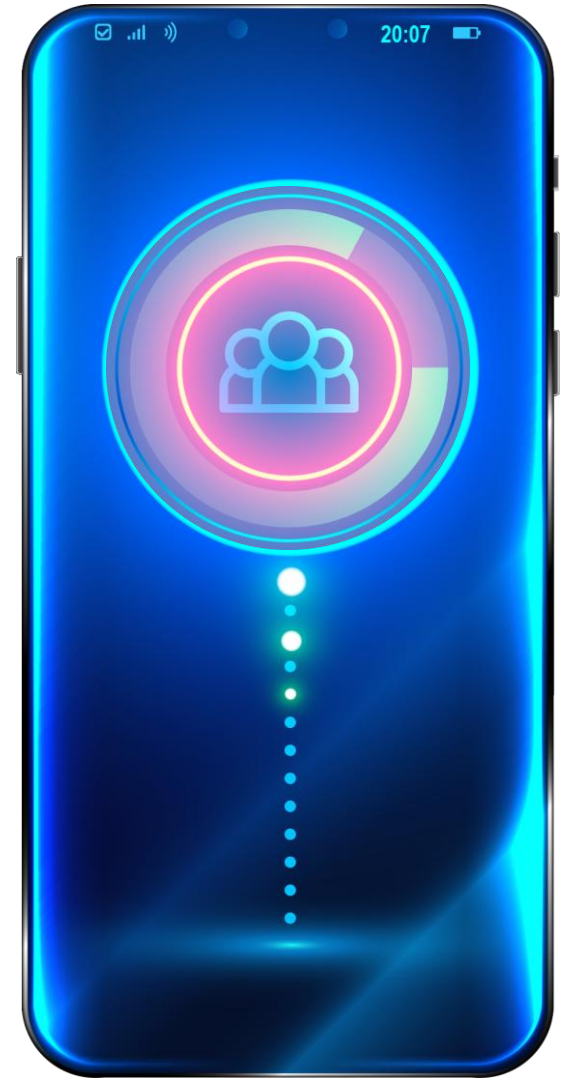
Gervase King
Managing Director



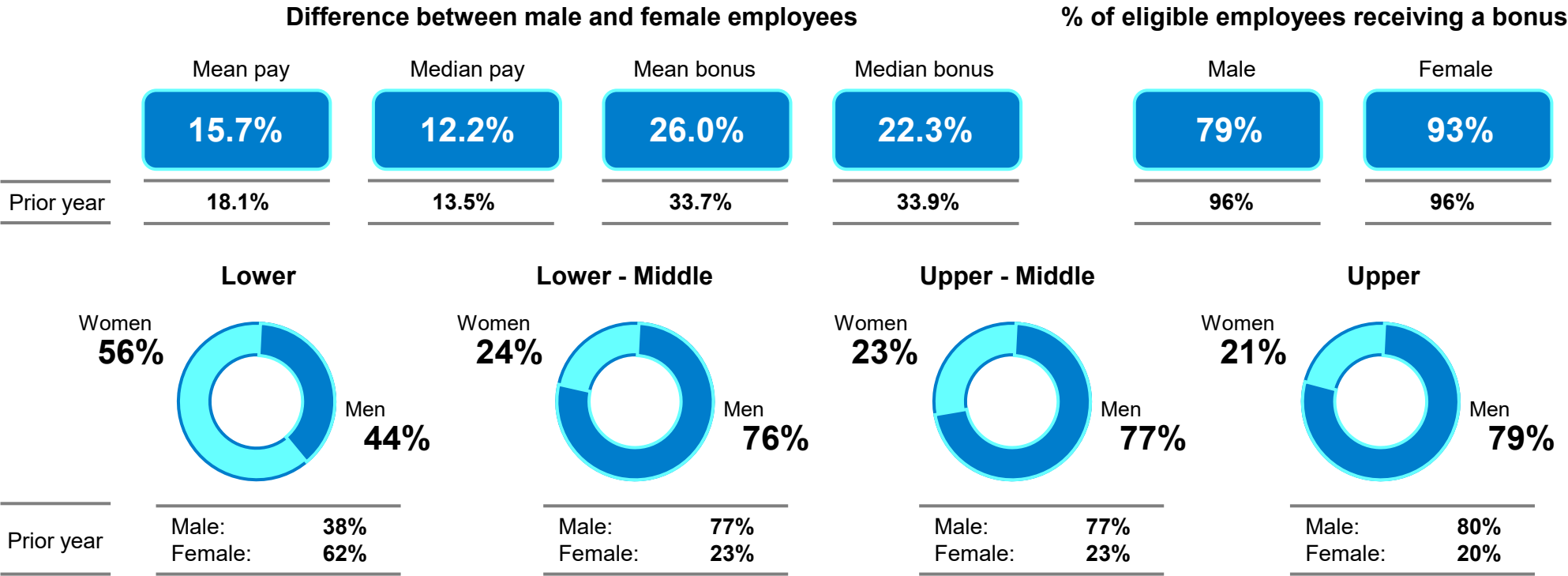
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Rachael Hollings
Director of People, Change & Programmes

Statutory declaration: I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Our gender pay gap



What we've been working on:

In 2025 we've continued to work on improving support for our employees returning from parental leave, including a new pilot scheme to provide parental leave returners with support and coaching – these are known areas to positively impact retention and progression for our female workforce.

One of the most significant developments this year has been the introduction of our refreshed MBNL Behaviours. These behaviours were shaped with input from our employees across the organisation and are designed to be lived – not laminated.

They set expectations around how we work together, how we lead, and how we create fair opportunities for everyone. By embedding these behaviours in recruitment, performance, development, and leadership conversations, we are creating an environment where talent can grow more transparently and more equitably. This is particularly important for gender representation, as inclusive leadership behaviours help reduce bias, open up access to opportunity, and ensure progression is based on capability and potential.

Our ongoing review of HR policies has ensured inclusive language, gender-neutral processes and improved fairness across the employee lifecycle. These include all family leave being day-one right for every employee regardless of gender & length of service. These actions may feel small individually, but collectively they help shift the dial on everyday inclusion.

Focussing on careers across our industry:

The gender pay gap is not something that changes overnight, but we remain deeply committed to long-term progress. Our focus for the coming year remains clear:

Increase female representation in senior and STEM roles by having targeted development pathways, mentoring, fair and transparent selection processes, and inclusive leadership that will continue to driving force of this work.

We will continue embedding flexible working and enhanced family policies to ensure career development is accessible, sustainable, and support of all life stages.

Our EVP and resourcing strategies will help us attract the next generation of diverse talent into the industry including women entering technical fields.

We continue to partner with Ofcom Women in Tech to address barriers for women in the telecoms industry. Together, we aim to improve female representation and support initiatives that drive positive change for women's careers in telecoms.



We're flexible and adaptable:

At MBNL, all employees can expect a fair and flexible experience. We've been working in hybrid ways long before Covid, and we continue to evolve how we connect, collaborate and keep our culture strong.

As a small organisation, we're able to stay agile and creative in how we work. We ask our people to come together face-to-face at least two days a week to maintain the relationships and momentum that help us deliver to our shareholders – but how and where our colleague's work is their choice as long as it supports the right business outcomes.

We welcome flexible working arrangements that help balance life and work in a way that enables everyone to succeed. Our 'core hours' approach means our employees are available during key times but can shape the rest of their hours around what works for them. We're also happy to consider a range of working patterns to reflect the diverse and individual needs of our people.

Through our shareholders, we're able to offer benefits and discounts that are usually unavailable to organisations of our size. This gives our people access to a wide range of customised options that really work for their needs and are tailored.

