



# Optima Legal Services Limited\*

## Our Gender Pay Gap Report 2023-2024

\*Now part of PEXA Group Limited

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## A message from Sabina Sopov

As Group Chief People Officer, it is my privilege to champion diversity and inclusion throughout our organisation. A diverse, equitable and inclusive workplace is fundamental to our success and deeply rooted in our values. We are steadfastly committed to cultivating an environment where everyone feels empowered to bring their full, authentic selves to work each day. We firmly believe that embracing diversity of thought, experience, and perspective is essential for driving innovation and achieving sustainable growth.

PEXA Group Limited (PEXA Group) acquired Optima Legal Services Ltd. (Optima Legal) in December 2022 from Capita plc (Capita); as such PEXA Group's approach to gender equality applies to Optima Legal. At PEXA Group we take a long-term approach to issues of equity, including gender pay, to ensure that change is embedded and sustainable. We recognise that some of our strategies may result in short-term fluctuations. We are confident that our strategies focus on addressing pay equity at its foundation and understand that meaningful change takes time. We remain confident that we are on the right path to improving gender pay gaps and representation over the longer term while acknowledging there is still more work to do.

Accordingly, we are pleased to highlight some of the significant achievements by PEXA Group in addressing gender equality:

We have made some significant progress and are pleased to highlight some achievements

- Women represent 55% of our workforce globally<sup>1</sup>;
- Our Board of Directors comprises 43% women<sup>2</sup>;
- We continue to make progress towards achieving our FY25 target of 50% of leadership roles to be held by women, currently sitting at 46% across the Group<sup>1</sup>;
- We have made progress against our FY25 Tech DEI strategy aim of achieving 40% female representation in technology. As of the end of 2024, 37%<sup>1</sup> of our technology roles were held by women across the Group.

We remain absolutely committed to the goal of an inclusive, equitable and diverse workplace. Ensuring we remain innovative and support all our employees to reach their potential is an aim fully supported by all members of the Executive Team. Our dedication to progress is unwavering and we aim to share what works, what doesn't, and what we learn as we continue this journey.

Sabina Sopov  
Group Chief People Officer



**Sabina Popov**  
Group Chief People Officer

1. As at 31 December 2024  
2. Non-executive Directors

# Gender Pay Gap vs Equal Pay

PEXA Group acknowledges that there is a difference between the gender pay gap and equal pay.

PEXA Group has policies, strategies, and approaches that are used to reduce the gender pay gap and to ensure equal pay for male and females doing the same job at PEXA Group.

The purpose of this employer statement is to show how we are addressing the gender pay gap.



# Our Gender Pay Gap

**Table 1 : Gender Pay Gap**

All employees	2022-23	2023-24
Mean gender pay gap	12.5%	12.9%
Median gender pay gap	9.0%	3.4%

**Table 2 : Bonus Pay Gap**

During the acquisition process in 22-23, one-off divestment bonuses were paid to individuals in certain roles, 30% of women and 33% of men received these bonus payments.

In 2023-24, PEXA commenced moving senior management onto PEXA Group bonus plan with 1% of employees received a bonus. The significantly reduced sample size has contributed to the large fluctuation and decrease in bonus pay gap.

All employees	2022-23	2023-24
Mean bonus pay gap	69.3%	-43.8%
Median bonus pay gap	72.9%	-43.8%



# Why do we have a gender pay gap?

Optima Legal’s total workforce divided into four pay quartiles (on a full-time equivalent basis), and the gender representation of each pay quartile over the prior two years is shown below.

While Optima Legal has a large representation of women in the workforce (66.3% for 2023/24), the proportion of female employees was lower in the upper two pay quartiles, and higher in the lower two pay quartiles. Higher concentration of men in the upper pay quartiles and/or of women in the lower pay quartiles can widen the gender pay gap.

At PEXA, our approach to gender representation is to take a long-term view. We accept that this may take longer to show in our gender pay gaps and representation but is the most robust and sustainable way to improve our gender pay gaps for the future.

Table 1 : 2022/23 Gender Composition by Pay Quartile

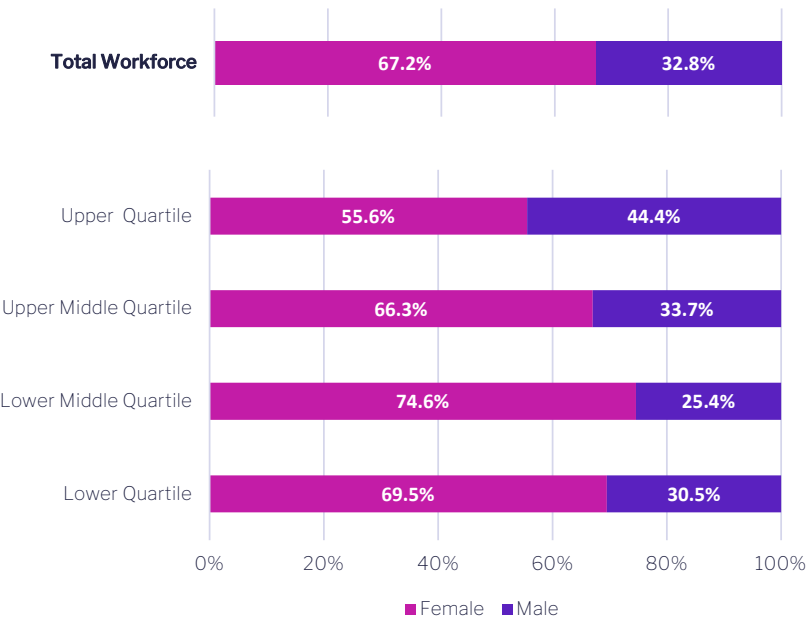
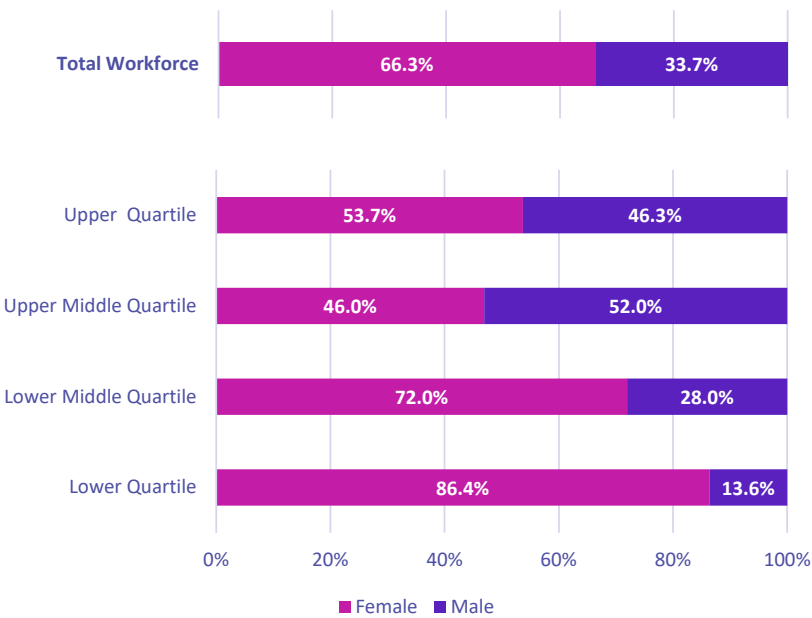


Table 2 : 2023/24 Gender Composition by Pay Quartile



# How we are improving our gender pay gap:

## Remuneration at PEXA

PEXA Group has a formal Remuneration and Reward Policy that is designed to establish competitive and balanced remuneration arrangements and includes specific pay equality objectives. The Policy, supported by our Diversity, Equity and Inclusion Policy, supports our aims to be truly inclusive by supporting equal employment opportunities for everyone and ensuring consistency, equity and fairness in our remuneration processes and decisions.

We employ a number of measures designed to minimise subjectivity with pay decisions and address some of the causes of like-for-like gaps, such as a remuneration framework to evaluate roles free of gender bias, ensuring market rates are consistently applied for recruitment, and ensuring superannuation is paid during unpaid parental leave.

We regularly review gender pay gaps in like-for-like roles, and address any pay gaps directly, and we regularly report to our Board on the progress being made to identify and address gender pay gaps.



### **Throughout 2024 we implemented a number of strategies to support achieving our gender equality targets, including:**

We established a separate, additional remuneration budget for our annual remuneration review process to address any gender pay discrepancies;

We implemented a global job grading and remuneration structure, designed to mitigate unintentional discrepancies in pay;

We developed and implemented new hiring strategies, including ensuring a diverse slate for every role, and not seeking current remuneration information from candidates.



# How we are improving our gender pay gap:

Increasing the representation of women across PEXA Group

## Inclusive Leadership Training

- PEXA Group has committed to achieving 50/50 women in leadership roles by 2026, which is now a target that forms part of the Company scorecard.
- A number of initiatives have been implemented in FY24 to support the achievement of this target including a review of recruitment processes that led to the introduction of diverse interview panels being in place for all interview processes, and gender balanced shortlists being presented for all roles.
- A new promotions framework has also been launched to ensure greater equity in access to internal opportunities and improving decision making processes around selection.

## Increasing women in leadership roles

PEXA Group is committed to ensuring all leaders are trained in Inclusive Leadership practices. This is aimed at helping our leaders understand their role and responsibility in creating equality, inclusion and diversity in the workplace.



### Maternity & Adoption leave

12 months leave:

- 20 weeks full pay inclusive of statutory,
- 19 weeks statutory pay (SMP&AMP),
- 13 weeks unpaid



### Discounts and benefits:

- Access to Perkbox & Benefex for a range of discounted benefits



### Annual Leave Carry Over extension

- 5 days carry over to 31 March for new and existing employees on 25 day contracts (starting from 1 Jan 2025)



### Paternity leave

- 4 weeks full pay inclusive of statutory obligations



### Parental bereavement leave

- 20 weeks full pay (inclusive of statutory) for a child of any age



### Flexibility

- Four paid wellness days per year
- 2 weeks per year 'work vacations'

**Note:** The implementation of some of these benefits are subject to consultation currently underway





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The logo is centered on a dark blue background. The word 'Optima' is in a large, white, serif font. Below it, the word 'LEGAL' is in a smaller, white, sans-serif font, with each letter spaced out. Below that, the text 'PART OF' is in a small, white, sans-serif font, followed by a white 'X' logo and the word 'PEXA' in a small, white, sans-serif font. The background features two large, light blue triangles pointing towards the center, creating a sense of depth.