

8x8 UK Gender Pay Gap

2025-26 Report

Introduction

Reporting our gender pay gap data is essential for promoting transparency, identifying inequality, attracting talent and improving organizational performance at 8x8. Providing and interpreting this data forms a key part of our diversity and inclusion strategy as well as the many projects at 8x8 associated with women in our workforce.

We recognize the significance gender pay gap reporting has on achieving gender equality in the workplace and wider society in general.

This report contains further details about our gender pay gap for UK staff at 8x8 UK Limited as of April 2025. We include further insights into our data and initiatives which highlight some of the work we do to make 8x8 an inclusive place to work for all.

Reporting our gender pay gap raises our responsibility as a company and also continues to motivate us to promote gender equality.

What is the Gender Pay Gap?

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 requires all UK employers with over 250 employees within the UK to publish a range of data based on standard methodology, which together provides a measure of the difference in the average pay of men and women within the business. It does not measure equal pay, which relates to what women and men are paid for doing the same or similar jobs or work of equal value.

Reporting Requirements

- The difference in mean hourly rate of pay of men and women, expressed as a percentage
- The difference in median hourly rate of pay of men and women, expressed as a percentage
- The proportion of men and women who received bonus pay
- The difference in mean bonus pay of men and women, expressed as a percentage
- The difference in median bonus pay of men and women, expressed as a percentage
- The proportion of men and women in each of the four pay quartiles

Gender Pay Gap at a Glance

Hourly Pay Gap

25.3%
Median pay gap

Women earned 75p for every £1 that men earned

Mean hourly pay gap: women's mean pay was 19.7% lower than men's

Pay Gap Trend

For 2025-26, our mean (average) gender pay gap stands at 19.7% and median gap is 25.3%. Compared with 2024-25 (mean: 14.0%, median: 21.0%), the hourly pay gap widened by 4.3 percentage points year-on-year. Over a three-year view, the median gap has moved from 26.0% (2023) to 21.0% (2024-25) to 25.3% (2025-26), reflecting real progress in 2024-25 that partially reversed this year. The primary driver of this year's widening is a shift in senior workforce composition: female representation in the upper pay quartile decreased from 17.0% to 12.3%, while representation in the lower-middle quartile remains strong at 42.0%. This concentration of women in mid-level rather than senior roles is the structural factor most directly influencing our pay gap. Increasing female representation at the most senior levels is our clearest lever for closing the gap over time. On bonus pay, the mean bonus result shifted year-on-year, from women's mean being 46.0% lower in 2024-25 to 15.6% higher in 2025-26. This movement largely reflects the structural change to bonus program eligibility during the reporting period and should be read in that context. We are committed to continuing improvement through targeted hiring, development and retention initiatives.

Pay Quartiles

The table below shows the proportion of women and men in each hourly pay quarter, with comparisons to 2024-25.

Quartile	Female 2024-25	Male 2024-25	Female 2025-26	Male 2025-26
Upper (Highest Paid)	17.0%	83.0%	12.3%	87.7%
Upper Middle	26.0%	74.0%	25.9%	74.1%
Lower Middle	45.0%	55.0%	42.0%	58.0%
Lower (Lowest Paid)	35.0%	65.0%	35.8%	64.2%

Three-year view: Upper quartile female representation was 16.0% (2023), 17.0% (2024-25), and 12.3% (2025-26) — showing a reversal after the improvement in 2024-25. The upper middle quartile held steady (26.0% → 25.9%). Lower middle representation remains the strongest band at 42.0%, highlighting a structural concentration of women in mid-level rather than senior roles.

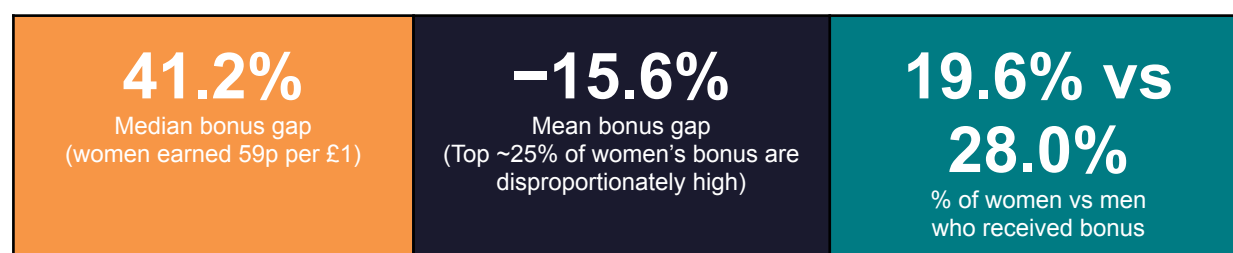
Year-on-Year Summary (2024-25 vs 2025-26)

The table below provides a direct comparison of key gender pay gap metrics between the 2024-25 and 2025-26 reporting years.

Metric	2024-25	2025-26	Change
Median Hourly Pay Gap	21.0%	25.3%	▲ 4.3pp
Mean Hourly Pay Gap	14.0%	19.7%	▲ 5.7pp
Median Bonus Gap	39.0%	41.2%	▲ 2.2pp
Mean Bonus Gap	46.0% (W lower)	-15.6% (W higher)	▼ 61.6pp
Bonus Recipients — Women / Men	99.0% / 98.0%	19.6% / 28.0%	Eligibility change

▲ = gap widened (higher % = women paid less relative to men); ▼ = gap narrowed (positive progress). Bonus recipient figures reflect a change in bonus program eligibility criteria effective 2025-26.

Bonus Pay Gap



The median bonus pay gap stands at 41.2%, meaning women's median bonus was 41.2% lower than men's. The mean bonus result shows women's mean bonus was 15.6% higher than men's in 2025-26.

Under the mandatory reporting regulations, 'bonus pay' covers all remuneration relating to performance, incentive and commission. 8x8 restructured its bonus program eligibility in FY2024; in the prior reporting period, no corporate performance bonus was paid and reported figures reflected commission and incentive pay only. 2025-26 reporting period includes the corporate performance bonus paid, bringing it into the combined figure alongside commission and other incentive pay. For 2025-26, 19.6% of women and 28.0% of men received bonus pay under that definition.

Why does bonus pay differ from prior years?

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, 'bonus pay' includes all remuneration relating to performance, incentive and commission. Prior year figures reflected commission and incentive pay only, so year-over-year bonus comparison is not directly comparable.

Further Analysis

Taking a closer look at data that is relevant to women in our workforce helps us to identify any disparities in pay between men and women within the organization, and it provides valuable insights into the factors contributing to the gap.

We continue to develop our data collection capabilities to ensure we have the most accurate, extensive, and relevant information to analyze and act upon.

Headcount & Composition

Our headcount at the April 2025 snapshot date falls in the 250–499 band. As a software and communications technology company, we continue to see a higher proportion of men, particularly in technical roles. Women make up a greater share of non-technical functions such as HR, Finance, and Customer Success.

Application & Promotion Data

We continue to track application and promotion data to monitor whether women are progressing through the business at comparable rates. We are actively working to improve the pipeline of women into senior technical roles.

Attrition

We continue to analyze attrition by gender and quartile. The McKinsey & LeanIn.Org *Women in the Workplace 2025* report — the largest study of its kind, drawing on data from more than 120 companies — finds that the factors most likely to drive women out of tech roles remain limited promotion opportunities, lack of senior sponsorship, and gender bias, with two new factors intensifying in 2025: flexibility stigma (women working remotely are significantly less likely to be promoted or sponsored, while men face no such penalty) and record burnout among senior women (6 in 10 report frequent burnout). We are focused on addressing these factors through equitable career development, active sponsorship programs, and flexible working policies that apply equally across genders. (Source: leanin.org/women-in-the-workplace, December 2025)

How Do We Compare?

It is important to look at the gender pay gap across businesses in the UK, understand the context and how our figures compare. Without these comparisons it is impossible to make robust judgements about our data and set realistic goals to work towards.

According to the Office for National Statistics Annual Survey of Hours and Earnings (ONS ASHE, 2025), the overall UK median gender pay gap for full-time employees is 6.9%, down from 7.1% in 2024. Among all employees, the gender pay gap decreased to 12.8% in April 2025, from 13.1% in April 2024. Our gap remains higher than these national figures. This is consistent with the broader ICT sector pattern, the structural under-representation of women in technical roles is a well-documented driver of wider gaps across the industry. (Source for national figures: [ONS.gov.uk](https://ons.gov.uk))

What We're Doing...

Learning & Development

According to the 2025 Lovelace Report (Oliver Wyman & WeAreTechWomen), almost 8 in 10 women working in UK tech have recently left or intend to leave their role, with limited career progression opportunities cited as the single biggest driver. At 8x8 our ambition is to create professional development frameworks that are transparent and embedded into the wider organization.

(Source: oliverwyman.com/our-expertise/insights/2025/jul/billions-at-risk-if-uk-tech-fails-its-women.html)

Flexible Working

Work-life balance is widely understood as one of the most important factors in women's decisions to leave their job. We support in-office, remote, hybrid and part-time working arrangements to provide flexibility across our workforce.

Building an Inclusive Culture

At 8x8 we have a cross-functional, employee-led, global Diversity and Inclusion Council. The Council is supported by our Diversity Steering Committee consisting of senior leaders who report directly to the CEO and provide strategic guidance on a broad range of topics. The 8x8 Women in Tech Employee Resource Group aims to create a sense of community and belonging for all women at the company.

Source Links:

www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2025

www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/women-in-the-workplace

oliverwyman.com/our-expertise/insights/2025/jul/billions-at-risk-if-uk-tech-fails-its-women.html

I confirm that the gender pay gap data contained in this report is accurate and has been produced in accordance with the Regulations.

Signed: Colleen Mazzola
Sr Director, People Systems & Total Rewards
People & Workplaces
8X8 UK Limited
Snapshot Date: 5 April 2025

Note: This report is applicable to 8x8 UK Limited only and not the global entity or non-UK 8x8 companies.