



System C | Gender Pay Gap Report 2025

Snapshot date: 5th April 2025 | System C Healthcare Limited

Our commitment

At System C, we want everyone to have the opportunity to grow and succeed. Women represent 41% of our workforce, above the STEM industry benchmark of 27%. Our analysis shows progress: our mean gender pay gap reduced from 11.28% to 8.54%. Our median gender pay gap is 4.29% (up from 3.88%).

This report (based on snapshot data as at 5th April 2025) sets out our gender pay gap results, what sits behind them, and the actions we're taking to reduce the gap. We're encouraged by the progress we've made and clear on where we need to go further—particularly in increasing representation in the highest-paid roles.

Scope and methodology

- This report covers System C Healthcare Limited only and does not include the wider System C Group (including Liquidlogic Limited).
- Figures are based on the statutory snapshot date of 5th April 2025.
- Gender pay gap reporting looks at the difference between average pay for women and men across the organisation. It is not the same as equal pay, which is paying people the same for the same or equivalent work.
- Where a figure is positive, men's average pay is higher. Where a figure is negative, women's average pay is higher.
- All reported data is accurate and complies with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

2025 Gender pay gap results

This year's results show a reduction in our mean gender pay gap compared with last year. Our median gap has increased slightly. Taken together, this suggests pay is broadly balanced around the middle of the organisation, while representation in the highest-paid roles continues to be the key driver of the overall gap.

Across the sector, many of the highest-paid roles remain in technical disciplines where the external talent pool is still male dominated. That context matters—but it doesn't change our focus. Our priority is to strengthen pathways for women into senior and specialist roles, maintain fair reward practices at all levels, and keep improving how we attract and support a broad and diverse talent pool.

Gender pay gap figures (System C Healthcare Limited)

Our Mean Gender Pay Gap	8.54%
Our Median Gender Pay Gap	4.29%



What this means at System C

- The median gap indicates pay is relatively balanced across many roles.
- The higher mean gap shows that our highest-paid roles are not yet gender balanced.
- The reduction in our mean gap compared with 2024 is a positive sign, and we will maintain our focus on representation, progression, and fair reward practices.

Group figures (System C Healthcare Limited and Liquidlogic Limited)

The group figures below include both System C Healthcare Limited and Liquidlogic Limited, using the same statutory snapshot date (5th April 2025).

Our Mean Gender Pay Gap	3.66%
Our Median Gender Pay Gap	2.97%

What this means at System C

On a standalone basis, our mean and median gender pay gaps are 8.54% and 4.29%. When we calculate figures across the Group, the gaps reduce to 3.66% (mean) and 2.97% (median). This reflects differences in role mix and gender representation across the two organisations, including stronger representation of women in some higher-paid roles within Liquidlogic.

Bonus pay

System C Healthcare Limited did not pay bonuses in the 12 months leading up to 5th April 2025. As a result:

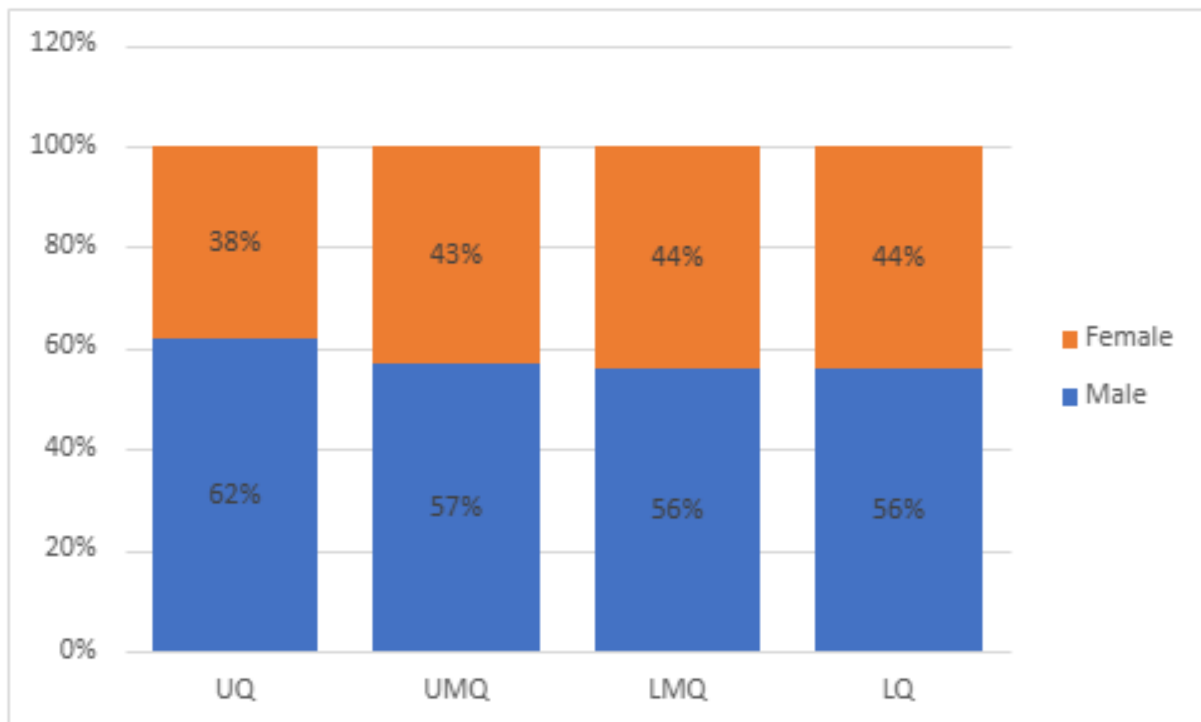
- The mean and median bonus pay gaps are not applicable for this reporting period.
- The proportion of colleagues receiving a bonus is 0% for both women and men.



Pay quartiles

Pay quartiles group colleagues into four equal bands from highest paid to lowest paid (based on hourly pay). These are Upper Quartile (UQ), Upper Middle Quartile (UMQ), Lower Middle Quartile (LMQ) and Lower Quartile (LQ). Statutory reporting requires the proportion of women and men in each quartile.

Please see the below chart to see our current pay quartile split between males and females.



What this means at System C

Our data continues to show that representation in the upper quartile is the main driver of our overall gender pay gap. This strengthens our focus on progression routes and targeted development so more women can access senior and specialist roles over time.

Additional insight: pay gaps within each quartile (optional)

Alongside the statutory quartile distribution, we review pay gaps within each quartile to understand how pay is distributed within comparable pay bands.

Pay Gaps for Each Quartile

Lower Quartile

Our Mean Gender Pay Gap	4.22
Our Median Gender Pay Gap	4.92



Lower Middle Quartile

Our Mean Gender Pay Gap	0.85
Our Median Gender Pay Gap	0.25

Upper Middle Quartile

Our Mean Gender Pay Gap	0.04
Our Median Gender Pay Gap	0.81

Upper Quartile

Our Mean Gender Pay Gap	11.03
Our Median Gender Pay Gap	2.91

What this means at System C

Our lower and middle quartiles are close to gender balance, reflecting the impact of inclusive hiring and consistent reward practices across many roles. The upper quartile remains the area where representation is most uneven, reinforcing the need to strengthen pathways into senior and specialist roles and to monitor progression outcomes more closely.

What this tells us

While we've made progress, closing the gender pay gap is a long-term commitment. Our data points to three clear priorities:

1. Increase representation in higher-paid roles
2. Review mid-level pay and progression to address any emerging gaps
3. Strengthen monitoring and transparency to sustain progress

We will use more frequent internal review points alongside annual statutory reporting so we can identify trends earlier and take targeted action sooner.

What we did in 2024

Over the past year, we continued strengthening the foundations that support fair progression and reward.

Inclusive talent acquisition

Our Talent Acquisition colleagues have continued to embed inclusive recruitment practices across the organisation. In some specialist and technical areas, shortlists have continued to skew male, which can influence balance in senior roles. We will always appoint the best person for each role, while continually improving how we attract, engage and support a broader and more diverse talent pool.

Leadership representation

Leadership representation has improved:



- Women now make up 33% of our Senior Management Team (an increase of 8 percentage points)
- Women now make up 42% of our Extended Leadership Team (an increase of 9 percentage points)
- Overall, this equates to a 40/60 split, improving by 8 percentage points year on year

This progress matters. Our focus now is to ensure it is consistently reflected in pay outcomes across the organisation.

Associate Programme

We expanded our Associate Programme, providing structured entry-level roles with guaranteed equal pay.

DEI&B Advisory Group

Our Diversity, Equity, Inclusion and Belonging (DEI&B) Advisory Group continues to shape policy and challenge us to make inclusive decisions. Their input remains central as we respond to the data and track progress.

Our Priorities for the next reporting year (2025)

Our 2025 focus builds on last year's priorities because sustained, targeted action is what delivers long-term change.

Growing representation in our highest-paid quartile

We will expand development, mentoring and sponsorship opportunities so more women progress into senior and specialist roles.

Reward equity

We will continue to review our reward approach to ensure it is clear, consistent, and aligned with our values—supported by appropriate governance and monitoring.

Strengthening our talent pipeline

We will take a more deliberate approach to supporting women's progression, including balanced and inclusive shortlists for leadership and technical roles where possible. We are also partnering with SheCanCode, a global community that supports women in technology through resources, networking and career opportunities. This will help us widen our reach, learn from best practice and create clearer pathways for women to thrive in STEM roles.



We will continue to support Empower Girls in Belfast—a community initiative that helps girls build confidence, raise aspirations and explore future opportunities. Supporting earlier access to skills, networks and encouragement is an important part of creating long-term change in representation. **Developing women's talent**

We aim to provide accessible leadership development for women in the Upper Middle Quartile, with the goal of building essential leadership skills and strengthening the pipeline into the Upper Quartile.

Tracking progress more often

Alongside annual statutory reporting, we will introduce more frequent internal reviews to spot trends earlier and take targeted action sooner.

Embedding DEI&B in how we work

Our DEI&B Advisory Board will continue to guide this work, with a focus on data tracking, accessible policies, belonging networks, inclusive leadership and clear accountability.

Conclusion

This report is more than numbers—it's a call to action. We're proud of the progress we've made, and we're clear on where we need to accelerate. Our commitment is to be transparent about where we stand, practical about what we will do next, and consistent in how we embed equity across our organisation.

Our goal is to build an environment where every individual feels valued, and where diverse perspectives and contributions drive our success.

Declaration

I confirm that the gender pay gap data contained in this report is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Name: *Nick Wilson*

Role/Title: *CEO*

Date: *31 March 2026*

Signature: