

Diversity Pay Gap Report 2025 (UK)

Atos UK: Diversity Pay Gap Report 2025



Atos

Foreword

I am pleased to share the 2025 Gender and Ethnicity Pay Gap Report that is part of our commitment to transparency and making a meaningful difference through business.

We strive to be fair, society-motivated, equitable and unconditionally inclusive in everything we do. This is why our business model puts our employees as one of our four pillars beside society, clients and profitable growth. This acts as a virtuous circle – we invest in our people who deliver for clients, which brings profitable growth that can be invested into society and our people.

Since beginning my tenure as Head of Atos UK&I in January 2025, I am determined to deliver on this model, and I want to be judged on action. The UK&I Board is close to 50/50, giving people full sight of female role models at the top of our business and ensuring a balanced view on management. I personally sponsor our global initiative, Stride, that takes women tech talent in mid-level roles in our organisation and gives them the business and leadership training to accelerate their careers.

Over the past year, we have focused on initiatives that we believe can make the most difference. We've invested in future talent with the continuation of our long-standing partnership with the King's Trust and by engaging with schools and universities through STEM outreach and IT industry work experience for girls. Within our organisation we have looked at tailored support and training for women into leadership roles, built inclusive and flexible working practices and encouraged engagement with our employee networks.

Whilst we are proud that some progress has been made, we know there is more to do. We remain focused on understanding the factors that influence our diversity gap and taking meaningful action to attract, retain and develop talented women and ethnic minorities at all levels of the organisation.

“I confirm that the information in this report is accurate”



Michael Herron,
Head of Atos UK&I



Diversity pay Gap summary

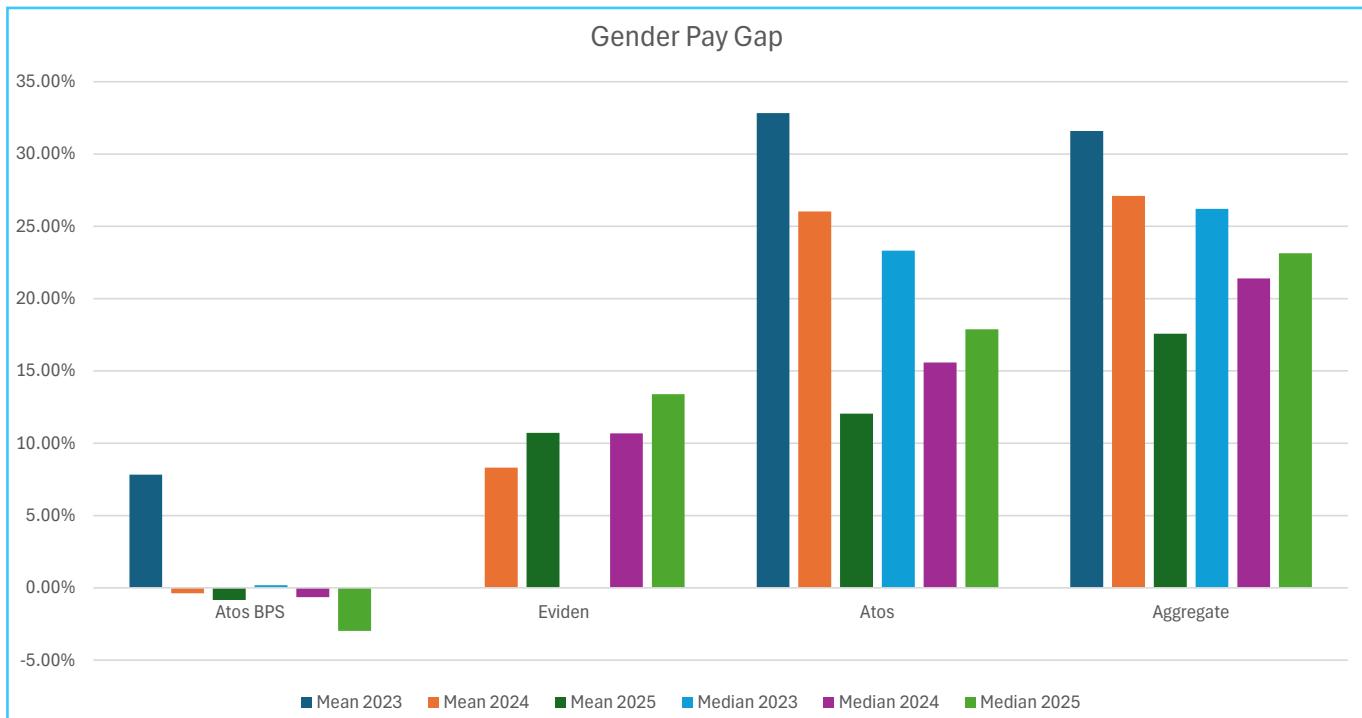
In line with previous Gender Pay Gap reports and the requirements set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, this report presents our gender pay gap calculations and provides a clear snapshot of the gender composition across our organisation. These calculations measure the difference in average earnings between male and female employees, irrespective of role or grade.

Reflecting our ongoing commitment to transparency and fairness, and as part of our Ethnicity Action Pledge, we are also voluntarily publishing our ethnicity pay gap data for the fifth consecutive year. This analysis follows the same methodology as gender pay gap reporting and illustrates the difference in average earnings between employees who identify as ethnic minorities (Black, Asian and other ethnicities) and those identifying as White (White British, White Irish and other White backgrounds).

To support robust and meaningful reporting, employees who have chosen not to declare their ethnicity are excluded from these calculations. For both gender and ethnicity, the data reflects our position as of April 5, 2025, based on the three relevant legal entities within the Atos Group in the UK: Atos IT Services Ltd, Eviden Technology Services Ltd and Atos BPS Ltd.

Gender Pay Gap

2025			
Aggregated			
Gender Pay Gap statistics aggregated across our three relevant legal entities: Atos IT Services Ltd, Eviden Technology Services Ltd and Atos BPS Ltd.			
Pay Median	23.14%		
Pay Mean	17.58%		
Bonus Median	46.16%		
Bonus Mean	37.54%		
Mean and Median Gender Pay Gap			
	Atos IT Services	Atos BPS	Eviden
Median	17.88%	-0.84%	13.40%
Mean	12.04%	-2.98%	10.72%
Proportion of men and women in each quartile pay band			
	Men	Women	
Top Quartile Atos IT Services	75.52%	24.48%	
Top Quartile Atos BPS	41.12%	58.88%	
Top Quartile Eviden Technology Services	80.59%	19.41%	
Upper Middle Quartile Atos IT Services	76.17%	23.83%	
Upper Middle Quartile Atos BPS	34.91%	65.09%	
Upper Middle Quartile Eviden Technology Services	77.66%	22.34%	
Lower Middle Atos IT Services	68.93%	31.07%	
Lower Middle Atos BPS	43.93%	56.07%	
Lower Middle Atos Eviden Technology Services	72.34%	27.66%	
Lower Quartile Atos IT Services	62.00%	38.00%	
Lower Quartile Atos BPS	38.32%	61.68%	
Lower Quartile Eviden Technology Services	71.62%	28.38%	
Mean and Median Gender Bonus Gap			
	Atos IT Services	Atos BPS	Eviden
Median	71.90%	7.17%	11.33%
Mean	24.84%	-25.66%	31.20%
Percentage of men and women receiving a bonus payment			
	Atos IT Services	Atos BPS	Eviden
Men	62.76%	89.60%	58.59%
Women	65.01%	90.11%	61.17%



Understanding our Gender Pay Gap

We have conducted an in-depth analysis of our gender pay gap to gain clear insights that drive our gender balance initiatives. In line with gender pay reporting rules, our calculations exclude employees who did not receive their full basic pay on the designated snapshot date.

• Atos IT Services Ltd

- The Mean gender pay gap within Atos IT Services Ltd has decreased for the 3rd consecutive year, dropping from 26.01% to 12.04%. However, the median pay gap has increased slightly this year.
- Within this entity we saw a large TUPE exit of female healthcare professionals who were renumerated using a standardised pay structure. This transfer out of over 1000+ female employees has resulted in a shift of both the mean and median values. Within this business area the ratio of female to male employees was much higher when compared to the rest of the business. Should the transferred-out population be excluded, the data would indicate a reduction in both the mean and median outcomes for this entity.

• Atos BPS Ltd

- Within Atos BPS Ltd we are pleased to report that both the Mean and Median values for the gender pay gap have improved for the third consecutive year, with female employees being paid, on average more than their male counterparts.
- Atos BPS is mainly made up of female employees across all GCM grades, including senior positions. This reflects our commitment to female leadership within the business.

• Eviden Technology Services Ltd

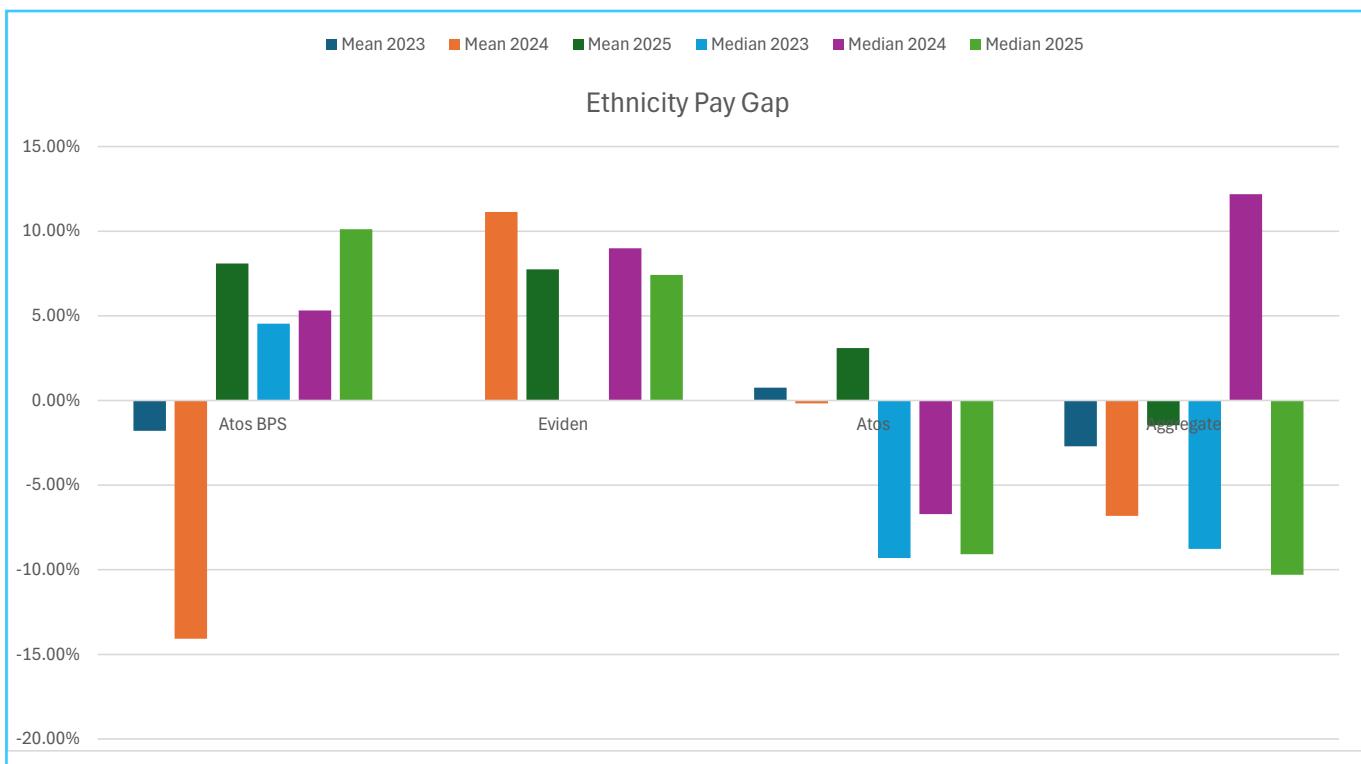
- Eviden Technology Services Ltd has seen an increase to both the mean and median gender pay gap. The Eviden entity has many more male employees when compared to female counterparts. This is due to the technical nature of the roles within this entity, where female employees make up just 21% of the UK workforce within the Tech sector. Within the Eviden entity we perform operations in areas such as high-performance computing, digital technology consulting & cyber. These areas have historically been heavily made up of male employees and our gender ratio reflects that of current market conditions.
- We have seen improvements at our lower, entry level positions within the business, with the gender pay gap in this internal grade decreasing by over 30% compared to 2024.

2025 Ethnicity Pay Gap

The aggregated figures represent the ethnicity pay gap drawn from the following entities: Atos IT Services Ltd, Eviden Technology Services Ltd and Atos BPS Ltd. As of the reporting date, April 5th, 2025, 81.91% of employees within these entities have voluntarily disclosed their ethnicity. This robust declaration significantly enhances the transparency of our Ethnicity pay gap.

2025			
Aggregated			
Ethnicity Gap statistics aggregated across our three relevant legal entities: Atos IT Services Ltd, Eviden Technology Services Ltd and Atos BPS Ltd.			
Pay Median	-10.29%		
Pay Mean	-1.47%		
Bonus Median	46.16%		
Bonus Mean	37.54%		
Mean and Median Ethnicity Pay Gap			
	Atos IT Services	Atos BPS	Eviden
Median	-9.08%	10.11%	7.41%
Mean	3.09%	8.09%	7.74%
Proportion of declared Ethnic Minority (Black, Asian and other ethnicities) and White employees in each quartile pay band			
	Ethnic Minority	White	
Top Quartile Atos IT Services	14.20%	85.80%	
Top Quartile Atos BPS	20%	90%	
Top Quartile Eviden Technology Services	28.53%	71.47%	
Upper Middle Quartile Atos IT Services	22.36%	77.64%	
Upper Middle Quartile Atos BPS	0%	100%	
Upper Middle Quartile Eviden Technology Services	40.44%	59.56%	
Lower Middle Atos IT Services	14.85%	85.15%	
Lower Middle Atos BPS	1.39%	98.61%	
Lower Middle Atos Eviden Technology Services	42.63%	57.37%	
Lower Quartile Atos IT Services	14.50%	85.50%	
Lower Quartile Atos BPS	7.96%	92.04%	
Lower Quartile Eviden Technology Services	37.50%	62.50%	
*Declaration rates vary across the legal entities as follows: Atos IT Services (80.98%) Atos BPS Ltd (72.20%) Eviden Technology Services (85.85%)			

Mean and Median Ethnicity Bonus Gap			
	Atos IT Services	Atos BPS	Eviden
Median	1.50%	23.53%	2.73%
Mean	33.47%	22.53%	28.33%
Percentage of Ethnic Minority (Black, Asian, and other ethnicities) and White employees receiving a bonus payment			
	Atos IT Services	Atos BPS	Eviden
Ethnic Minority	60.18%	57.89%	54.77%
White	66.43%	90.61%	66.54%
BAME - Proportion of Ethnic Minority (Black, Asian, and other ethnicities)			
Mean and Median Ethnicity Pay Gap (Not Aggregated)			
	Atos IT	Atos BPS	Eviden
Asian Mean	0.67%	18.83%	4.14%
Asian Median	-10.31%	10.08%	3.85%
Black Mean	12.27%	-18.09%	19.65%
Black Median	-4.69%	10.80%	17.74%
Ethnic Minority Mean	5.92%	17.74%	16.73%
Ethnic Minority Median	-2.51%	10.14%	24.75%



Understanding our Ethnicity Pay Gap

For the fifth consecutive year, we are pleased to voluntarily report on our Ethnicity Pay Gap. The consolidated data continues to show progress towards equity, with aggregated pay gaps moving closer to parity. This reflects our ongoing commitment to fairness and inclusion.

The key highlights of our Ethnicity Pay Gap include:

- Our aggregated mean gap narrowed from -6.81% to -1.47% in 2025, signalling progress towards balanced pay outcomes.
- Atos IT Services Ltd remains favourable for ethnic minority colleagues, with the Median pay gap being (-9.08%), which reflects the impact of inclusive reward practices.
- Pay Gaps also eased slightly within the Eviden Technology Services Limited entity.
- Minority representation improved in the upper middle and lower middle quartiles in both Atos IT Services Limited and Eviden Technology Services Limited in 2025 in comparison with 2024. This signals more investment in the talent pipeline from underrepresented backgrounds and progress in career development initiatives.

Our voluntary ethnicity declaration rates have continued to remain above 80%, which provides us with a balanced perspective of our Ethnicity Pay Gap.

We recognise the ongoing challenges related to the pay gap affecting Black employees, and we remain committed to making meaningful progress in this area. Despite the existing disparities, we are encouraged by emerging positive trends within our organisation.

The data from Eviden Technology Services indicates a promising movement towards narrowing the pay gap for Black employees. In Atos IT Services Ltd, while the overall mean pay gap has seen a slight increase, we are pleased to report that the median pay gap has narrowed. The increase in the mean gap highlights the need for sustained focus on the areas that require attention and improvement, such as creating new career pathways, targeted development, sponsorship, and mentoring initiatives that support Black talent and accelerate progression into leadership roles.

In Atos BPS, we observe a notable transformation, where earlier advantages have shifted. This shift can largely be attributed to the impact of TUPE (Transfer of Undertakings Protection of Employment) exits. The data from Atos BPS shows a significant change, moving from a position of strong advantage to a disadvantage in median pay. We view this as an opportunity for strategic improvement. As our business transitions from traditional Business Process Outsourcing and toward a more technically focused approach, we are well-positioned to create career pathways in technology for ethnically diverse groups and to build a workforce that aligns with the evolving needs of our organisation.

As we continue to navigate these dynamics, we remain dedicated to fostering an equitable workplace and implementing initiatives that support diversity and inclusion. We are optimistic about the path forward and are determined to make strides towards closing the pay gap effectively for all our employees.

Our Commitment

Atos UK&I remains committed to fostering a workplace where pay equity is a reality for everyone. Our 2025/2026 priorities include:

- **Leadership Diversity:** A commitment to improve ethnic minority representation in senior leadership, particularly Black employees at Senior levels. We will continue to expand on internal coaching and mentoring programs and external leadership accelerators such as the McKinsey Connected Leaders Academy Accelerator programs.
- **Strategic Partnerships:** We reaffirm our support for CBI's Change the Race Ratio campaign and the Investing in Ethnicity Maturity Matrix, aligning these with our ethnicity ambitions. By endorsing the CBI Change the Race Ratio campaign and participating in the Investing in Ethnicity Maturity Matrix, we can clearly identify our gaps.
- **Data Transparency:** We continue to remain transparent regarding our ethnicity declaration. We have set an ambition to relaunch our declaration campaign in 2025/2026 to increase voluntary ethnicity declaration which will ensure robust ethnicity pay reporting.
- **Cultural Engagement:** We relaunched our multi-cultural network (Together Network) and now have a member of our senior leadership team as an executive sponsor of the network. This strengthens our commitment to inclusivity and belonging. We continued to host cultural celebrations such as (Black History Month, Diwali, etc) to strengthen belonging.
- **External Engagements:** Atos also hosted a large event – Changing the Face of Technology (In collaboration with other large tech employers) aimed at students from Black, Asian, and other ethnic minority backgrounds helps build a diverse recruitment pipeline and showcases role models from within Atos to inspire future talent.
- **Awards:** This year, Atos proudly achieved recognition as a Level 3, Advanced Employer on the Investing in Ethnicity Maturity Matrix. This honour reflects our ongoing commitment to promoting diversity and inclusion within our organisation and demonstrates the positive impact of our initiatives in supporting ethnic diversity.

As the Executive Sponsor for the Together Network, our Multicultural Network, I am excited about the impactful work we are doing to amplify diverse voices, share valuable lived experiences, and drive meaningful change. Our 2025 Diversity Pay Gap report highlights both the progress that we have made and the areas where we can further improve. We view these gaps as important opportunities for action and growth.

For our colleagues from Black, Asian, and minority ethnic backgrounds, fostering fairness, trust, and a sense of belonging is vital. The data reflects our ongoing journey, highlights the progress that we have made, and inspires us to continue working towards an even more inclusive future together.

In collaboration with the Network, our leadership, and the Atos community, we are committed to taking targeted actions and fostering honest conversations about the necessary changes. This is a long-term commitment for our people and the communities we serve, and I am optimistic about the progress we can achieve



Joel Smith,
Head, National Security,
Safety and Environment, UKI



Our DE&I Networks

As part of our ongoing commitment to fostering an inclusive and equitable workplace, we relaunched our DE&I Networks under one unified Atos umbrella.

Our networks play a vital role in driving cultural change, providing safe spaces for dialogue, and championing diversity across all dimensions. Bringing them together under a single Atos framework ensures greater visibility, alignment with our DE&I strategy, and enhanced support for colleagues globally.

The following networks are now part of this unified structure, each with dedicated Executive Sponsorship from our leadership team to ensure accountability and advocacy at the highest level:

- Adapt Network – Driving accessibility and inclusion for colleagues with disabilities
- Armed Forces Network – Supporting veterans, reservists, and those connected to the armed forces community
- Inspire Network – Supporting gender equity and advancement of women in technology
- Together Network – Promoting racial and ethnic diversity and inclusion
- Pride Network – Advocating for LGBTQ+ inclusion and allyship
- Multi-gen Network – Fostering intergenerational collaboration and understanding

Executive Sponsors are working closely with each network to champion initiatives, influence policy, and ensure that diverse voices are heard and represented in decision-making.

This relaunch marks a significant step forward in our journey to strengthen diversity, equity, and inclusion across Atos, creating a workplace where everyone can thrive.

In addition to our DE&I Networks, we have wellbeing communities such as Safe-Haven and Mental Health First Aiders, which provide confidential support and resources to colleagues. These communities play a crucial role in promoting psychological safety, resilience, and overall well-being across our organisation.

I am personally committed to ensuring we continue our progress towards closing the diversity pay gap and we focus heavily on the data to ensure we are doing the right things for our business to get there.

To tackle this issue, we have aligned our diversity strategy to our business objectives to demonstrate the value of parity. This ensures buy-in from all senior leaders and all parts of our business as we understand the benefits of a diverse and inclusive workforce and the competitive edge it gives us.

Progress is monitored through a real-time gender dashboard and regular reviews with the Executive Team. To drive action, we work across several key pillars that impact women in the workplace, including:

- Women in Leadership
- Inclusive Policies
- Pay Equity
- Employee Networks

We have seen progress and were proud to have been named a Times Top 50 Employer for Women and see several women from across the organisation recognised in the Women in Tech Excellence Awards.

In the technology industry, there is no one-size-fits-all approach and there remains a systemic issue of women self-selecting out of STEM subjects before they reach the workplace. Through

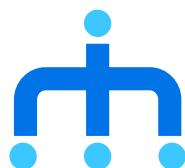
targeted initiatives both within and outside of our organisation, inclusive policies and ongoing monitoring, we are committed to making continued progress.



Kat Hopkins,
CHRO, UKI

2026 Diversity Pay Gap Action Plan

Aligned with our Diversity, Equity, and Inclusion (DE&I) strategy, we remain committed to closing our Diversity pay gaps and advancing gender, ethnicity, and intersectionality objectives. This year, we are strengthening our approach with data-driven insights, accountability, and inclusive practices to ensure equity across all levels of our organisation.



Employee Lifecycle: Attraction, Recruitment, Development & Retention

Our priority is creating equitable opportunities throughout the employee journey, with a strong focus on early careers and diverse talent pipelines

- Investment in Apprenticeships: We are expanding apprenticeship programmes within diverse communities, ensuring access to opportunities for underrepresented groups in technology. This aligns with our DE&I 2025–2026 strategy to build future-ready skills and create pathways for social mobility.
- Inclusive Recruitment Practices: Continue implementing diverse selection panels, gender-neutral job descriptions, and scaling Inclusive Hiring Manager training across all business units.
- Diversity Targets: Maintain alignment with the 30% Club and Tech Talent Charter, with a focus on measurable goals for women and ethnic minority representation at all levels, including leadership.
- Mentorship & Sponsorship: Launch a formal sponsorship programme for women and ethnic minority colleagues to accelerate progression into senior roles.
- Role Models & Visibility: Showcase success stories from apprenticeships and career progression to inspire others and reinforce our commitment to inclusion.



Monitoring, Analytics & Transparency

We will continue to enhance our data capabilities and reporting to drive meaningful change:

- Advanced Pay Gap Analysis: Introduce intersectional pay gap reporting (gender + ethnicity + disability) to identify nuanced disparities.
- Real-Time Dashboards: Launch HR analytics dashboards for leadership teams to monitor progress quarterly.
- Declaration Targets: Maintain our goal of 90% ethnicity and 70% disability declaration rates, supported by awareness campaigns and employee trust-building initiatives.
- Annual Public Reporting: Keep our commitment to transparent reporting of gender and ethnicity pay gaps, including progress against targets.



Inclusive Leadership & Role Models

Leadership accountability and visible role models remain central to our strategy:

- Executive Sponsorship: Each DE&I network has dedicated Executive Sponsors who champion initiatives and advocate for equity at the highest level.
- Empower Programme Expansion: Increase listening sessions and introduce reverse mentoring for senior leaders to deepen understanding of lived experiences.
- Leadership Development: Embed DE&I metrics into leadership performance reviews and succession planning.
- Visibility of Role Models: Continue to spotlight diverse leaders internally and externally through campaigns, events, and storytelling initiatives.



Accountability & Governance

Accountability and governance are embedded in our DE&I strategy, with executive oversight and regular progress reviews to ensure measurable impact and sustained change

- Executive Steering Committee: Strengthen governance by introducing quarterly reviews of pay gap progress and linking outcomes to leadership objectives.
- Employee Networks Collaboration: Work closely with networks to co-create initiatives that address barriers to progression and pay equity.
- Allyship Activation: Expand allyship programmes with practical toolkits and measurable engagement goals.



Our Commitment

These actions are integral to our long-term strategy for achieving pay equity and inclusive growth. We remain unwavering in our mission to create a workplace where everyone can thrive, regardless of gender, ethnicity, or background.

About Atos

Atos Group is a global leader in digital transformation with c. 63,000 employees and annual revenue of c. €8 billion, operating in 61 countries under two brands – Atos for services and Eviden for products. European number one in cybersecurity, cloud and high performance computing, Atos Group is committed to a secure and decarbonized future and provides tailored AI-powered, end-to-end solutions for all industries. Atos Group is the brand under which Atos SE (Societas Europaea) operates. Atos SE is listed on Euronext Paris.

The [purpose of Atos Group](#) is to help design the future of the information space. Its expertise and services support the development of knowledge, education and research in a multicultural approach and contribute to the development of scientific and technological excellence. Across the world, the Group enables its customers and employees, and members of societies at large to live, work and develop sustainably, in a safe and secure information space.

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Let's start a discussion together



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