

CIVICA



## [ Our 2020 Civica Gender Pay Gap report

**INVESTORS IN PEOPLE™**  
We invest in people Gold



LEADER IN  
**DIVERSITY**  
2021



**</> TECHTALENT  
CHARTER:**





At Civica, our strength lies in our people. We celebrate our genuine, purpose-driven culture and empower everyone to be the best they can be, with the right support, training and guidance. We're committed to maintaining a diverse and inclusive workforce and continue to focus and invest in our talented people, underpinned by our Civica Way framework.

We fully support gender pay gap reporting to foster greater transparency and accountability across our business. Through doing so, we aim to achieve further gender equality for everyone right across our business.

Our 2020 gender pay gap report for Civica UK represents the mean and median figures across our core Software business, and our non-core businesses of Democracy and Engagement, Central Support Functions and Platform Services.

Our median pay gap figures now stand at 3.6% for Democracy and Engagement, 8.4% for Platform Services and 14.4% for Software. These figures are all better than average for the technology sector which stands at 18% for the tech industry across the G7 nations. The median gender pay gap for the whole UK economy, according to the October 2020 Office for National Statistics Annual Survey of Hours and Earnings figures, is 15.5%.

Since the last reporting period, we have continued to grow our UK business. We have welcomed around 490 employees during the period, including via acquisition and TUPE transfer. While several of our individual area averages have remained below the comparable UK average, the combined score for Civica UK is 33.8% (median) or 26.5% (mean). This is a slight increase on our 2019 reporting but still a significant decrease of 7.4 percentage points and 5.1 percentage points since our 2018 reporting.

As an Investors in People Gold accredited business and a 2021 Financial Times Diversity Leader, we're continuously working to further reduce our gender pay gap. Our series of leadership training programmes offered through our Civica Academy welcomed an equal number of men and women during the period, as women continue to move into leadership roles.

We always use non-biased recruitment practices to find the best candidates for roles, regardless of gender or any other factor. We have taken big strides forward in this area, working towards parity in our senior management and technical roles. Women now represent 48% of all line managers at Civica, up nine percentage points from 39% in 2019, with dedicated training and recruitment plans in place to drive these numbers higher.

### Our gender pay gap

	Mean	Median
Hourly fixed pay	26.5%	33.8%
Bonus paid	40.3%	43.8%

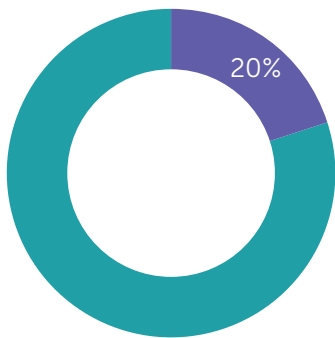
The table above shows our overall mean and median gender pay gap based on hourly rates of pay in the year up to 5 April 2020. It also captures the mean and median difference between bonuses and commission paid to women and men at Civica UK in the same period. We are confident as a business that women and men have an equal opportunity to work towards and earn a bonus and equivalent commission for performance.

The gender pay gap is calculated by measuring the difference in the average pay of men and women – regardless of their type of work or role – across an entire business.

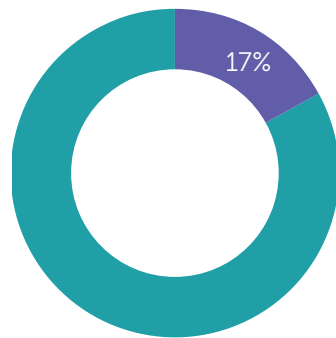
It differs from equal pay, which involves directly comparing two people carrying out the same or equivalent work. At Civica we are confident that men and women are paid equally for doing the same/equivalent jobs across the company and we continue to ensure our policies and practices are fair.

### Proportion of colleagues awarded a bonus for 2019/20

Percentage of men who were awarded a bonus



Percentage of women who were awarded a bonus



This shows a 3% difference between the number of men and women being paid a bonus for their performance in 2019/20, down from 4% in 2018/19.

### Pay quartiles

Quartiles are calculated by ranking the pay for each employee from lowest to highest. The list is then divided into four equally sized quartiles, each containing approximately 714 colleagues at Civica. The number of women in Quartile B has reduced by 5 percentage points since 2017/18 as more men move into this quartile, while the number of women in Quartile C has increased by 1 percentage point, showing progression of women through our salary quartiles and more women taking up senior leadership positions.



**Quartile A**  
Female 63%  
Male 37%



**Quartile B**  
Female 49%  
Male 51%



**Quartile C**  
Female 29%  
Male 71%



**Quartile D**  
Female 24%  
Male 76%

## Addressing the gap today and tomorrow

While we are not alone in the tech sector's challenge to address the gender pay gap, we can and are playing a major part in addressing the gap both at Civica and for our entire industry. We are confident that our recruitment, training, mentoring, coaching and promotion strategy will reduce our gap, both in the shorter and longer term.

### Here's how...

#### Diversity first

We've taken further steps in 2020 to improve diversity and equality, raising awareness of the challenges people may face while ensuring we foster a culture of inclusivity and belonging. A signatory to the Tech Talent Charter since 2019, we're committed to inclusive recruitment and benchmarking progress against industry best. Our dedicated Diversity & Inclusion Awareness training is mandatory for all senior

leaders within the business. We also host regular all-company sessions and panels celebrating women and raising awareness on topics such as menopause, International Women's Day, domestic abuse, fertility and miscarriage.

#### Women at the top

With a constant eye on the future, we've taken action to improve the diversity of our talent programmes to make us more representative at the most senior levels. We continue to champion women in technology, increasing the number of women through both recruitment and development of talented individuals.

We continue to work with an external provider to build a female senior leadership pipeline and are pleased that via our Civica Academy, the first cohort of our new Potential programme launching in January 2022

is predominantly women. We will continue to aim for gender equality across our succession planning as well as developing our mentoring and coaching programme even further.

#### Equal recruitment

In recruitment, we've worked towards reducing any opportunities for unconscious bias. This includes anonymising CVs, using a decoder to ensure our adverts use gender neutral language and making sure that diverse interview panels represent all candidates. We advertise roles on portals specifically targeted at under-represented groups and host regular diversity awareness sessions for our Recruitment and People Teams.





## A flexible workplace

We've made a huge commitment to work-life balance to create a flexible and welcoming work environment that attracts and retains working mothers and parents. This flexible workplace has a positive impact on all employees, not just mothers or families with children. By developing a family-friendly employment offer, through the continued availability of shared parental leave and a range of other parental leave support, we are promoting an inclusive culture where everyone can be their true selves in the workplace.

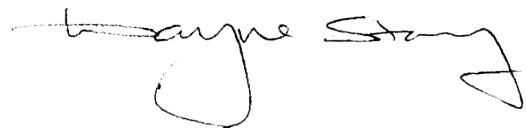
Our robust family and medical leave for all employees allows people to remain in the workforce and helps prevent any drop in earnings which could occur after maternity leave. This also helps to equalise family leave opportunities and caregiving responsibilities for all employees, regardless of gender. As we move out of the COVID-19 pandemic, this flexible workplace remains as crucial as ever to attract and maintain the best people, regardless of their circumstances.

## Future talent

As a committed member of the 5% Club, we offer a range of graduate and apprenticeship opportunities via our Horizons programme. We're making strong headway in gender parity at this level with our current apprentice numbers showing 51/49 women to men ratio – an improvement from last year's 45/55 women to men ratio. We've set diversity targets for graduate recruitment and run targeted recruitment campaigns to attract more women into technical roles at Civica.

As the Civica Group continues to grow, both across the UK and in our global regions, we are pleased to be making progress in some areas but recognise that there is still further progress to be made. We are therefore working continuously across all our divisions to do all we can to build a diverse and inclusive workplace, regardless of gender both now and in the future.

I confirm the data reported is accurate.



Wayne Story  
CEO

