

# CIVICA

## Our 2024 Gender Pay Gap report

INVESTORS IN PEOPLE™  
We invest in people Gold



TECHTALENT  
CHARTER:



At Civica, we encourage everyone to bring their true selves to work – helping people to feel included and welcome at Civica regardless of gender, race or sexuality.

We fully support gender pay gap reporting to achieve greater transparency and accountability across our business. We are committed to achieve further equality and equity for everyone at Civica, regardless of gender.

We are working hard to ensure that our talent sourcing strategies attract and engage across the broadest possible networks and that we ensure non-biased recruitment practices when selecting candidates for roles. When promoting talent, we ensure that we deploy a robust process and appoint without bias. We build targeted initiatives to support and empower female talent at Civica, ensuring they can thrive.

Our 2024 Gender Pay Gap (GPG) report for Civica UK represents the mean and median figures across our business.





For 2023/24, our UK gender pay gap stands at 32% median or 22% mean- figures that remain flat year on year.

Whilst this indicates there is still work to do, it is important to acknowledge the underlying progress that has been made. The number of women in our most senior roles declined by 33x% during the reporting period. This is a key factor influencing our GPG result but despite this shift, the fact that the overall gap did not widen suggests that the steps that we have taken – including the introduction of job architecture frameworks influencing pay awards – are making a tangible impact.

Looking ahead, our focus remains on increasing female representation in senior leadership while continuing to use the job architecture framework and its benchmarking capabilities to ensure fair and transparent pay structures. Encouragingly, we have seen success of this approach our Australian based business, where these strategies, coupled with increasing female representation, has led to a significant GPG reduction of over 10 percentage points in one year.

As an Investors in People Gold accredited business and a 2023 Financial Times Diversity Leader, we are committed to closing our gender pay gap and driving long term, sustainable progress through our Diversity, Equity and Inclusion strategy.

## Our gender pay gap

	Mean	Median
Hourly fixed pay	22%	32%
Bonus paid	44%	37%

The table above shows our overall mean and median gender pay gap based on hourly rates of pay in the year up to 4 April 2024. 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 median bonus gap has reduced by over 18 percentage points in two years, indicating that efforts to improve reward equity are making a meaningful difference. The mean gap has also declined, though at a slower pace, narrowing slightly from 44% to 47% in 2023. These results suggest that initiatives to enhance bonus equity – particularly at a median level – are proving effective.

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 2023/24

18%

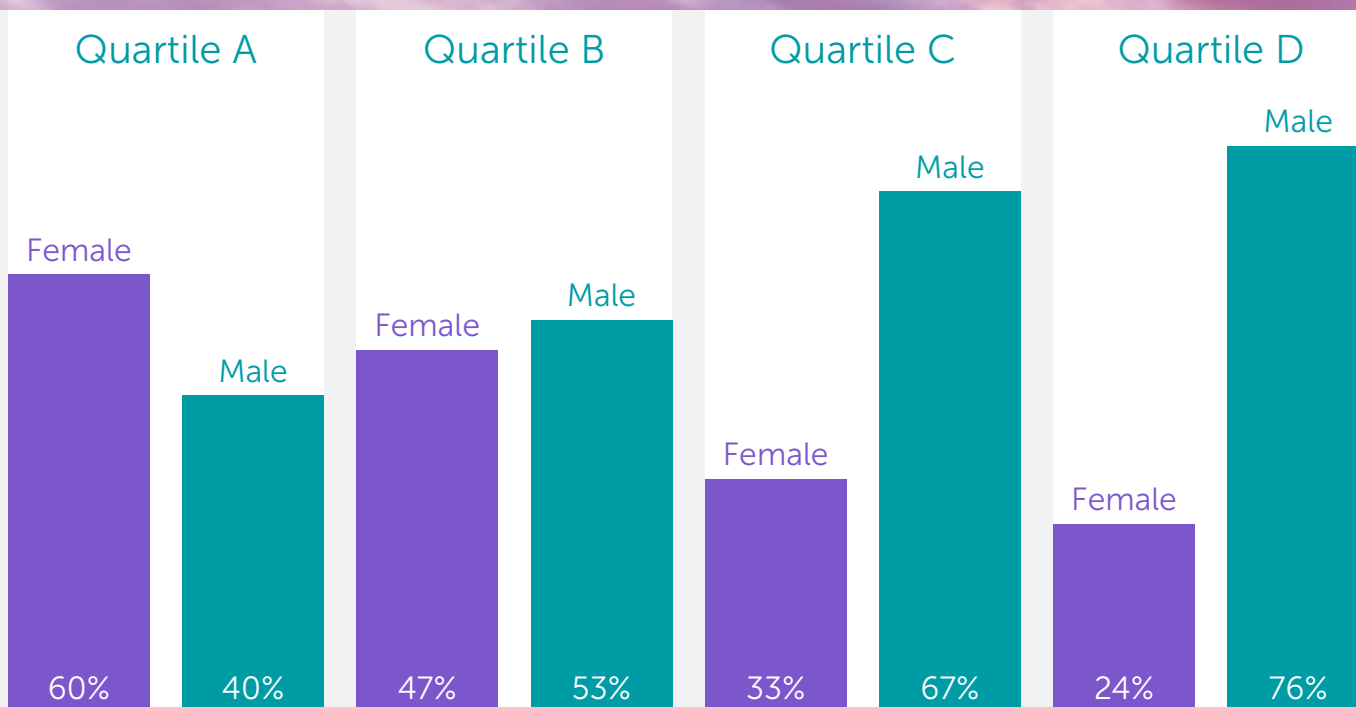
Percentage of men who were awarded a bonus

17%

Percentage of women who were awarded a bonus

## Pay quartiles

Quartiles are calculated by ranking the pay for each employee from lowest to highest (A-D). The list is then divided into four equally sized quartiles, each containing approximately 780 colleagues at Civica.





# Ways we are closing the gap

While the tech sector looks to improve its overall gender pay gap, it's crucial that we actively contribute to narrowing this divide, both within Civica and across our industry.

We are constantly updating our initiatives in recruitment, training, mentoring, coaching, retention, and promotion, aiming to make significant strides in reducing the gap in both the short and long term.



# Diversity, equity and inclusion at heart

Our Diversity, Equity and Inclusion (DEI) strategy and responsibility starts from the very top of our organisation.

During the year, we took further steps to improve inclusivity to ensure a supportive work environment for our diverse community, including launching our DEI Training for all our leaders and a new DEI eLearning programme for all employees.

We host regular all-company sessions and panels celebrating women and raising awareness on topics such as menopause, International Women's Day and Black History Month. Our global affinity groups; employee-led groups based on shared characteristics including gender, ethnicity, sexual orientation and disability.





We continue to champion women in technology, increasing the number of female employees through development, promotion and recruitment. Our Women in Civica group elected a new steering committee and Chair to take their offering to the next level in the coming year.

Our UK Menopause Affinity Group continues to drive policy and provide guidance for all leaders and an online Menohub offering support and advice for all employees.



# Recruiting and promoting

We are consistently striving to make our recruitment practices equitable and remove any unconscious bias. This involves measures such as CV anonymisation, using tools like decoders to ensure gender-neutral language in our ads, and advertising on platforms aimed at under-represented groups.

A signatory to the Tech Talent Charter since 2019, we're committed to inclusive recruitment and benchmarking our progress against industry best practice.

Our commitment extends to manager interview training with a focus on addressing unconscious bias. We proactively address diversity gaps on interview panels and continually broaden our inclusivity efforts. At Civica, women are encouraged to upskill and confidently pursue senior roles without the concern of any gender-based bias.





# Future women leaders

To help reduce our gender pay gap further, we continue to champion in senior roles both via recruitment and retention and development of talented individuals.

Our Women in Civica group run a regular Speaker Series, inviting a different woman to share their personal journey each time and provide feedback and advice.

Succession planning is a vital focus area across our business. During the period, we've continued to build our online learning catalogue via our Civica Academy. We continue to grow our coaching programme with a new formal qualification available for people across the Group as a new 'Leaders as Coaches' module.



Our mentoring programme continues to help everyone reach their full potential, find the best internal opportunities and feel even more supported in the workplace.

Our new recruitment platform, Workable, allows people to apply internally for positions, encouraging internal progression and promotions.





## A flexible approach

We are committed to providing a flexible and welcoming work environment that attracts and retains working mothers and parents.

We offer all our managers the tailored training needed to support remote/blended teams, inclusion, and maintain collaboration and innovative ways of working. This is backed by our focus on positive health, with access to support and advice, providing practical health and wellbeing support through programmes such as our Employee Assistance programme and wellbeing initiatives.



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. We have a dedicated Employee Network (Parents & Guardians) which provides access to support for all employees.

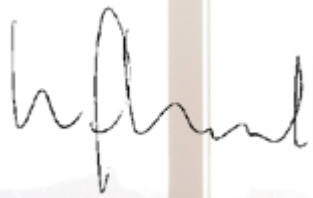
Our robust family and medical leave for all employees allows colleagues to remain in the workforce and helps prevent any drop in earnings which could occur after maternity leave. This also helps to equalise family leave opportunities and caregiving responsibilities for all employees, regardless of gender.





As we continue to grow across the UK and in our global regions, we are pleased to be making steady progress but recognise there is still more work to do. We are committed to closing our gender pay via our continued commitment to inclusivity, accountability and continuous evaluation of our workplace practices both today and tomorrow.

I confirm the data reported is accurate.

A handwritten signature in black ink, appearing to read 'L Perkins', is positioned above the name of the CEO.

Lee Perkins, CEO

