

CIVICA

Our 2025
Gender Pay
Gap report



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

We fully support gender pay gap reporting as an important part of achieving greater transparency and accountability across our business.

We remain committed to improving pay equality and equity for everyone at Civica. While our gender pay gap has continued to improve over the past year by 1%, we recognise that progress has not been as significant or as fast as we had hoped, and there is still more to do.

Importantly, the overall improvement in our headline figures masks more meaningful progress in the work we have undertaken to standardise pay levels, particularly those below manager grades, through the continued embedding of our job architecture and pay framework.

This work is helping us build the right long-term foundations to support fair, consistent and transparent pay across our business.

*This report relates to our UK workforce only and is published in line with our legal reporting obligations.



Understanding our gender pay gap

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.



Our gender pay gap in hourly fixed pay continues to improve year on year, albeit more gradually than we would like.

This year, we have seen a widening of the median bonus gap to 56%, alongside a small improvement in the mean bonus gap to 40%.

The proportion of women receiving a bonus has increased to 24% and is now slightly higher than men (23%).

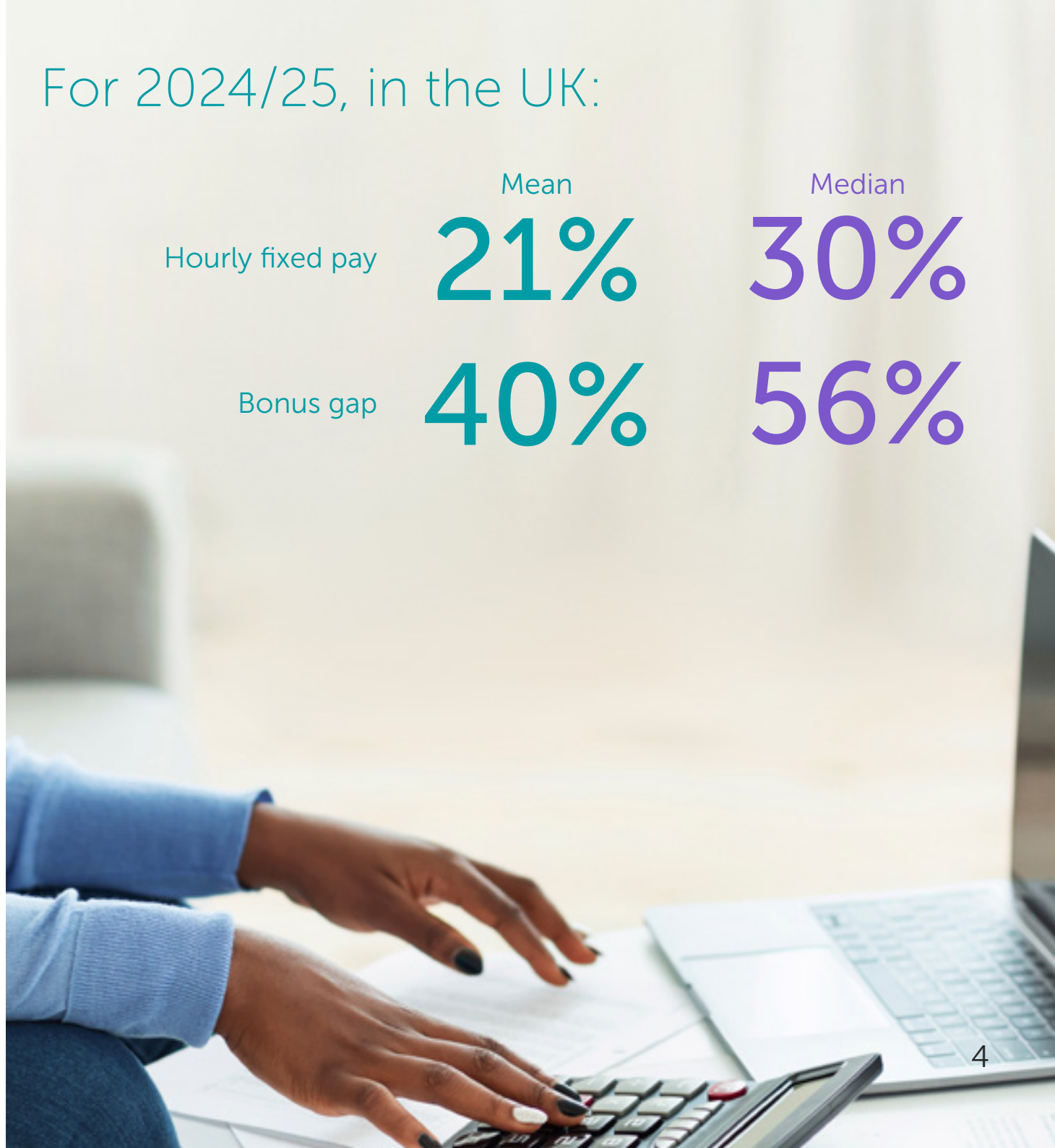
The primary driver of our gender pay gap remains the distribution of men and women across different levels of the organisation.

Men continue to be overrepresented in senior and higher paying roles, while women are more represented in lower paid roles. Increasing female representation in senior roles therefore remains central to our long-term approach.

We have continued to improve female representation in our most senior roles, with women now making up 27% of the highest pay quartile, compared with 24% last year. While this represents steady progress, we recognise that further change is needed to make a more material impact on the overall pay gap.

For 2024/25, in the UK:

	Mean	Median
Hourly fixed pay	21%	30%
Bonus gap	40%	56%



A framework for progress

While the overall movement in the headline gap is modest, this does not fully reflect the significant progress made in strengthening pay consistency across the organisation in 24/25, particularly in those roles below manager grades.

Over the past year, we have continued to embed our job architecture framework and applied pay grades, which gives us greater confidence that we are building a strong and sustainable infrastructure for pay decision making.

This framework supports a fair and consistent approach to recruitment, reward, development and progression, and we will continue to embed it further while supporting managers through training and guidance.



Understanding our bonus gap

When bonus is included as part of total cash compensation, the picture is more mixed.

This year, we have seen a small improvement in the mean bonus gap, which has reduced to 40%.

However, the median bonus gap has widened to 56%.

It is important to explain the factors driving this result.

The overall population receiving a bonus reduced significantly during the reporting period, making the cohort smaller and therefore more sensitive to individual fluctuations in payment values.

During the same reporting period (April 2024 to April 2025), we increased the proportion of women in the bonus eligible population.

However, proportionately more women in this group received pro-rated bonuses, largely because they joined after the start of the financial year or worked part year or part time arrangements.



This has had a material impact on the median bonus outcome and has skewed the overall picture for this reporting period.

While these results affect the total cash compensation view, we remain confident that our underlying bonus arrangements are fair and that men and women have an equal opportunity to earn bonuses or commission payments for equivalent levels of performance.

These results reinforce the importance of continuing to improve representation at senior levels and strengthening progression pathways across the business.



How we are working to reduce the gap

Closing our gender pay gap requires sustained action across recruitment, progression and retention.

As we continue to transform the business, our focus remains on bringing in diverse talent and strengthening the internal foundations that inform our decision making.

Over the past year, we have continued to strengthen our approach across these areas, including:

- improving inclusive hiring practices
- investing in leadership development
- supporting flexible working
- strengthening internal progression opportunities
- embedding consistent pay frameworks



Increasing the number of women in senior and higher paying roles remains the most significant lever in reducing our pay gap over time.

We are also continuing to focus on understanding the drivers behind our bonus outcomes, particularly the impact of part year service and pro-rated awards, to ensure our approach remains fair and equitable.

Reducing our gender pay gap remains a long term priority for us, and we are committed to delivering sustained progress rather than short term change.



Diversity, equity and inclusion

Our approach to diversity, equity and inclusion underpins our efforts to reduce the gender pay gap.

Creating an inclusive environment is essential to attracting, retaining and progressing a diverse workforce.

Over the past year, we have continued to invest in initiatives that support this, including manager capability, inclusive leadership and strengthening our onboarding experience.

Our Diversity, Equity and Inclusion eLearning programme is now embedded within our onboarding programme.

We have also introduced additional learning focused on creating safe and respectful workplaces for all colleagues, including the introduction of Prevention of Sexual Harassment training within our annual compliance cycle.

Our employee led affinity groups continue to play an important role in supporting colleagues and strengthening our culture, including Women in Civica, our Menopause Affinity Group, and our Parents & Guardians network.



Recruiting, promoting and developing future women leaders

Improving the representation of women in senior roles is key to reducing our gender pay gap.

We continue to focus on strengthening diverse candidate pipelines, reducing bias in recruitment and selection, and ensuring development and advancement opportunities are transparent and accessible.

This includes mentoring, leadership development, succession planning and greater visibility of senior career pathways.

Our Women in Civica group continues to play an important role in supporting the progression and development of future women leaders through mentoring, speaker series events and career development opportunities.



Our commitment

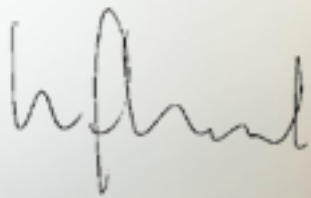
We are committed to transparency in reporting our gender pay gap and to taking meaningful action to improve outcomes.

While our hourly pay gap figures continue to improve, and our internal pay infrastructure is becoming stronger and more consistent, we recognise that progress remains slower than we would like.

The widening of the median bonus gap this year reflects the impact of a smaller bonus cohort and a higher proportion of pro-rated awards among women who joined during the financial year.

Our focus remains on long term, sustainable progress, including increasing female representation in senior roles, supporting inclusive career progression, and continuing to strengthen the internal frameworks that support fair decision making.

We know there is still more work to do, and we remain committed to delivering sustained improvement over time.



Lee Perkins, CEO

