

Our 2022 Gender Pay Gap report

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At Civica, diversity, equity and inclusion (DEI) is a vital focus area for everyone. We're dedicated to providing an inclusive working environment that's collaborative and supportive, as well as being a place where everyone can feel respected, comfortable, and confident that they'll be treated fairly and with dignity regardless of their personal characteristics.

We fully support gender pay gap reporting to bring about greater transparency and accountability across our business. Through doing so, we are committed to achieve further equality and equity for everyone at Civica, regardless of gender. We understand that the main way to close the technology gender pay gap is to increase female representation at all levels in the Science, Technology, Engineering and Maths (STEM) sector. By inspiring more young women to study STEM subjects, employing non-biased recruitment practices and fostering female talent across our business, we can help change perceptions of our industry.

Our 2022 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 Governance, Central Support Functions and Platform Services.

Since the last reporting period, we have continued to grow our UK business and have welcomed around 558 employees during the period. While several of our individual area averages have remained below or on par with the comparable UK average, the combined score for Civica UK is 36.4% (median) or 27% (mean).

As an Investors in People Gold accredited business and a 2023 Financial Times Diversity Leader, we're continuously working to reduce our gender pay gap and to drive our DEI strategy. Our series of leadership training programmes offered as part of the Civica Academy welcomed an equal number of men and women during the period, as women continue to move into leadership roles.

We continue to review our talent attraction approach and 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 35% of all line managers at Civica, with dedicated training and recruitment plans in place to drive these numbers higher.

Our gender pay gap

	Mean	Median
Hourly fixed pay	27%	36.4%
Bonus paid	42%	50%

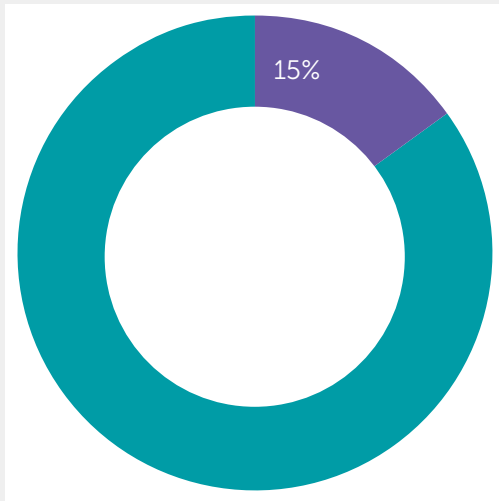
The table above shows our overall mean and median gender pay gap based on hourly rates of pay in the year up to 5 April 2022. It also captures the mean and median difference between bonuses and commission paid to women and men at Civica UK in the same period. We are confident as a business that women and men have an equal opportunity to work towards and earn a bonus and equivalent commission for performance.



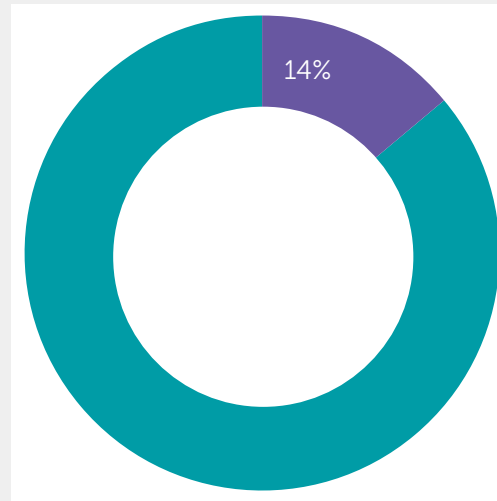
The gender pay gap is calculated by measuring the difference in the average pay of men and women – regardless of their type of work or role – across an entire business.

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 2021/22



Percentage of men who were awarded a bonus



Percentage of women who were awarded a bonus

This shows a 1% difference between the number of men and women being paid a bonus for their performance, down from 3% in 2019/2020

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 940 colleagues at Civica. The number of women in Quartile C has increased by 3 percentage points since 2019/20, showing progression of women through our salary quartiles and more women taking up senior leadership positions.

Quartile A
Female 61%
Male 39%



Quartile B
Female 54%
Male 46%



Quartile C
Female 32%
Male 68%



Quartile D
Female 23%
Male 77%



How are we closing the gap?

Although we're not alone in the tech sector's challenge to address the gender pay gap, it's vital we play a major part in addressing the gap both at Civica and for our entire industry. We are taking action every day to do so and are confident that our recruitment, training, mentoring, coaching, retention and promotion strategies will reduce our gap, both in the short and longer term.

The steps we're taking...

Recruit and promote more women into leadership roles

We're continuously working to ensure our recruitment practices are fair and free from any unconscious bias. This includes anonymising CVs, introducing new tools and technologies such as using a decoder to ensure our adverts use gender neutral language and advertising on portals specifically targeted at under-represented groups. We have implemented manager interview training including a focus on unconscious bias training. We actively challenge any lack of diversity on our interview panels and are expanding diversity on a continuous basis. At Civica, women are given the opportunity to upskill wherever possible, and feel empowered to apply for senior roles when they do arise, without the fear of being disregarded because of their gender.

Strong diversity focus

Our DEI strategy and responsibility starts from the very top of our organisation. All leaders complete compulsory DE&I awareness training and this is now available to all colleagues across our business.

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. In 2021 we launched 15 global affinity groups; employee-led groups based on shared characteristics including gender, ethnicity, sexual orientation and disability. They were set up to support the implementation of Civica's DEI strategy across a wide range of areas from menopause to the LGBTQIA community, race and ethnicity, women, early careers and parents and guardians. These groups also provide a safe space for everyone to openly discuss important topics that affect them.

Our Women in Civica Group is open for all women in the workplace and their allies, focusing on women in leadership roles and women in tech; while our UK Menopause Affinity Group has recently launched a new menopause policy, guidance for all leaders and an online Menohub offering support and advice. These groups are solution-focused and working towards making Civica an even better and inclusive place to work.



Future leaders

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 understand that by showcasing senior women talking about their careers in tech, more young women will be inspired to seek out a tech career themselves. We regularly run case studies, articles and social media coverage to build awareness and encourage more women into Civica.

Succession planning is a vital and consistent area of focus across our business. During the period, we've continued to build our online learning catalogue via our Civica Academy. We launched new senior leadership training and enhanced our current programmes for effective blended learning while meeting new business demands.

We also grew 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.

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





Flexible working

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.

We continue to make full use of evolving technology, and new ways of working to empower our colleagues to work wherever is most effective for the business, their team, and their own productivity.

We recognise the benefits that flexible working brings to women to encourage them to remain in work and thrive in areas where they are highly skilled. We are also taking steps to ensure we embrace flexible working at all levels of our business so that women feel they can move to more senior roles while working in a pattern which complements their home life too.

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. 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 work in a blended way, this flexible workplace remains as crucial as ever to attract and maintain the best people, regardless of their circumstances.

Fostering future talent

As a committed member of the 5% Club, we offer a range of graduate and apprenticeship opportunities via our Horizons programme. We have now removed the requirement for a degree classification, now accepting any degree result for our graduate roles to aid social mobility. We're also encouraging more apprenticeships, and particularly higher apprenticeships to provide the opportunity to gain a degree at Civica while working. We always aim for a fair and representative split of all genders at our early career assessment days and ensure we have diverse interview panels and assessors to reduce any bias in decision making.

We've set diversity targets for early years recruitment and run targeted recruitment campaigns to attract more women into technical roles at Civica. Our early careers intake during the period was 47% female/ 53% male, with more female apprentices than male joining Civica across a range of technical and business roles as we expanded our recruitment and reach.

We're also passionate about supporting young girls and women into the tech industry, such as running coding programmes in schools and launching the Northern Ireland Digital Awareness Week in 2021 which gives 11-18 years olds the chance to try coding and hear first-hand from experts in AI, cybersecurity and cloud technologies. We want to show young people that you don't necessarily need a degree in maths or from a leading university to enjoy a fulfilling career in the tech sector.

As Civica continues to grow, both across the UK and in our global regions, we are pleased to be making steady progress but recognise that there is still more to be done. 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.



Lee Perkins
CEO

