

OUR 2017 GENDER PAY GAP REPORT

At Civica we are committed to building an inclusive and diverse workplace which not only attracts and retains the best people, but also enables greater innovation, boosts our performance and allows us to accelerate our vision and strategy.

We aim to be a diverse and inclusive organisation where our people feel empowered, supported and, above all, treated fairly.

Our gender pay gap reporting for Civica UK Ltd. has identified mean and median figures across our three core areas of Critical Software, Digital and Managed Services. Our median pay gap figure for Critical Software (12%) and Digital (19.6%) are lower than average in the technology marketplace which is expected to be reported at c25%, whilst our gender pay gap is 12.4% in Managed Services. The median gender pay gap for the whole economy (according to the October 2017 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 18.4%. The mean gender pay gap for the whole economy (according to the October 2017 ONS ASHE figures) is 17.4%.

Whilst our individual area averages are below the comparable averages, the combined score for Civica UK Ltd. increases to 28.3% (mean) or 35% (median), partly due to the Managed Services division having a high proportion of females in non-technical roles who were transferred to Civica as part of our government contracts. This is compared to Critical Software and Digital which have a higher proportion of males in technical roles. Civica has been working for a number of years to reduce the gender pay gap and, whilst Civica is not alone in this challenge (with 17% of the technical workforce being female), we are committed to reducing the gender pay gap further across our business.

We want the best people doing the right roles and have been working towards parity in our senior management and senior technical roles. We recognise we have not yet achieved this and this has contributed to our gender pay gap.

Even though the gap may reflect so-called norms in our industry and society, we are actively seeking to understand and tackle the reasons behind it.

To help us achieve this, we will strive to hold honest conversations with all of our people, regardless of level or gender, so we can better understand any challenges which may be influencing career choices and development at Civica.

Our gender pay gap

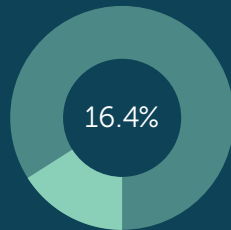
	Mean	Median
Hourly fixed pay	28.3%	35.0%
Bonus paid	49.3%	26.3%

The table above illustrates our overall mean and median gender pay gap based on hourly rates of pay in the year up to 5 April 2017. It also captures the mean and median difference between bonuses paid to male and female employees at Civica UK in the same period. We are confident as a business that men and women have the equal opportunity to work towards and earn a bonus and equal commission for performance.

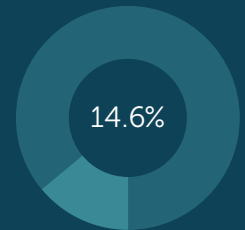
The gender pay gap is calculated by measuring the difference in the average pay of men and women - regardless of their type of work or role - across an entire business. It differs from equal pay, which involves directly comparing two people carrying out the same or equivalent work.

Proportion of colleagues awarded a bonus for 2016:

Percentage of men who were awarded a bonus:



Percentage of women who were awarded a bonus:



This shows a 1.8% difference between the number of men and women being paid a bonus for their performance in 2016/2017 and reflects the fact that there are fewer females in senior management.

Pay quartiles:



Quartile 1
Female - 63%
Male - 37%



Quartile 2
Female - 37%
Male - 63%



Quartile 3
Female - 24%
Male - 76%



Quartile 4
Female - 21%
Male - 79%

The above illustrates the gender distribution at Civica across four equally sized quartiles, each containing approximately 630 colleagues.



Bridging the gap

Here at Civica we recognise that the gender pay gap will take some time to close. However, we are fully committed to fairness and equality in the workplace and narrowing this pay gap year-on-year throughout the business. So how are we going to achieve this?

Women in leadership: At Civica we are fully committed to building further equality into our leadership teams, encouraging all employees, regardless of gender, to reach their full potential through a range of training programmes within our Civica Academy. Since 2015, 116 female employees have progressed through our leadership programmes including eXel, Inspirational Leadership, Potential and Raising the Bar - with 106 currently progressing through the training.

Recruiting to close the gap: We operate a fair and transparent recruitment policy with roles open to all backgrounds and genders. We constantly review our recruitment procedures and are alert to any 'unconscious bias' present in all our processes. According to the Higher Education Statistics Agency, only 17% of current graduates in technology-based degrees are female; Civica is forging strong partnerships with local schools and universities to mentor and encourage more females to take up technology-based careers in the future.

A flexible workplace: We have a number of initiatives to make Civica an attractive place to work to achieve a great work/life balance. Many of our people, including senior colleagues work flexible hours or part time, and are provided with the technology they need to enable home and agile working, along with allowing 'flexing' hours for people to attend important family events or school meetings.

Supporting our working parents: Our maternity, paternity, adoption and shared parental leave guides are all designed to support employees as they prepare to take leave, during their time away from the workplace and in helping ensure a smooth return back to work.

We recognise that there will be challenges to reducing the gender pay gap in the future, particularly as Civica continues to grow via acquisition and employee transfers; this is an area we will continuously focus on in the future.

I confirm the data reported is accurate.



Wayne Story
CEO



www.civica.com

