

## OUR 2018 GENDER PAY GAP REPORT

Here at Civica, we are committed to maintaining an inclusive and diverse workforce which is open to all and helps everyone reach their full potential. We continue to be a diverse and inclusive organisation where our people feel empowered, involved, supported and, above all, recognised and rewarded and treated fairly. Gender pay gap reporting brings transparency and accountability to our business and will ultimately drive greater equality in the workplace as a whole.

Our gender pay gap reporting for Civica UK 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 (12.1%) and Digital (16.6%) are both lower than average in the technology marketplace which has been reported in The Times at 17.7%, whilst our gender pay gap has fallen to 8.5% in Managed Services. The median gender pay gap for the whole UK economy (according to the October 2018 Office for National Statistics Annual Survey of Hours and Earnings figures), is 17.9%.

From the last period of reporting, Civica UK has continued to grow and has increased with more than 450 employees joining us during the period via acquisition and TUPE transfer. Whilst our individual area averages have remained below the comparable UK average, the combined score for Civica UK is 31.6% (mean) or 41.2% (median), in part due to a customer transfer in February 2018 bringing in a higher proportion of women in non-technical roles. In addition, the figures also reflect that a number of women joined Civica at entry level roles as we plan for the future. Over time we anticipate that we will see the number of women increase and move into more senior roles but it has impacted our figures in the short term.

We have strived for a number of years to reduce our gender pay gap, aiming to recruit and train more women in technical and managerial roles within Civica. Whilst we are not alone in this sector-wide challenge, with other companies in the technology sector facing the same issues, we are determined to reduce the gap further across our business.

As an Investors in People Gold accredited business, we constantly seek the best people for the right roles and have made good progress in working towards parity in our senior management and senior technical roles. Between April 17-18, we increased our female managers by 9% (now 41% of managers in our business), and our senior female managers by 8% (now 33% of senior managers in our business).

In order to reduce our gender pay gap further, we strive to hold honest conversations with everyone across the business, regardless of role, seniority or gender; in this way we can gain a greater understanding of any challenges which may be influencing our recruitment, training and development at Civica.

### Our gender pay gap

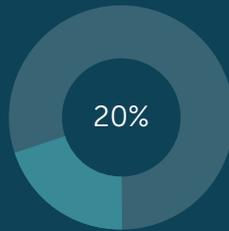
	Mean	Median
Hourly fixed pay	31.6%	41.2%
Bonus paid	40.2%	45.7%

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 2018. 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 the equal opportunity to work towards and earn a bonus and equal commission for performance.

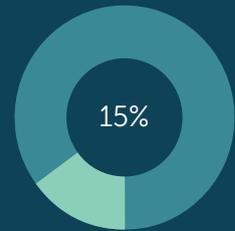
The gender pay gap is calculated by measuring the difference in the average pay of men and women - regardless of their type of work or role - across an entire business. It differs from equal pay, which involves directly comparing two people carrying out the same or equivalent work. At Civica we are confident 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 2017/2018:

Percentage of men who were awarded a bonus:



Percentage of women who were awarded a bonus:



This shows a 5% difference between the number of men and women being paid a bonus for their performance in 2017/2018 and reflects the fact that there are fewer women in senior management and a number of women joining Civica in Quartile 2.

### Pay quartiles:



Quartile 1  
Female - 67%  
Male - 33%



Quartile 2  
Female - 50%  
Male - 50%

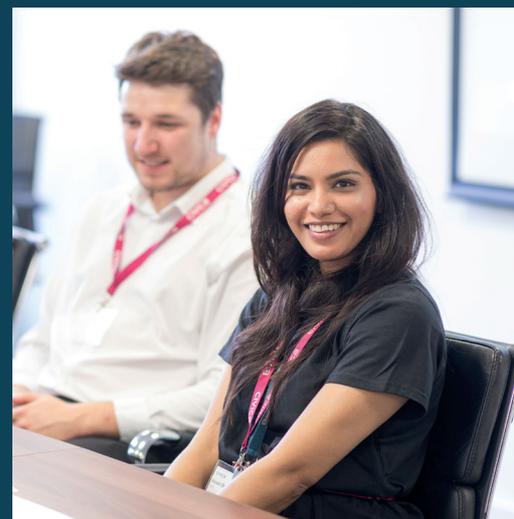


Quartile 3  
Female - 25%  
Male - 75%



Quartile 4  
Female - 22%  
Male - 78%

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 678 colleagues at Civica. The number of women in Quartile 2 has increased since 2016/17 (a 13% increase), showing progression of women through our salary quartiles.



## How are we addressing the gap?

Here at Civica we are pleased to be making progress in our individual business areas but recognise that the overall gender pay gap will take some time to close. Our action plan to narrow the gap is focused on the areas where we know we can truly have the greatest impact.

### Recruitment activity

We aim to ensure that our entire recruitment process, from graduate positions to senior executive roles, is fair and transparent with roles open to people from all backgrounds and genders. We constantly review our recruitment procedures and have systems in place to alert us to any 'unconscious bias'.

According to Women in Tech, only 7% of students taking computer science A-level courses are female and just half of girls who study IT and tech subjects at school go into a job in the same field. Meanwhile, the number of working women in technology is significantly lower than most other UK work sectors at 17%. To counter this, we continue to forge strong partnerships with local schools and universities such as the University of Bath to support and mentor women to go into technology-based careers. Civica is also now a patron of the Young Enterprise scheme, the UK's leading charity that empowers young people to harness their personal and business skills for the future.

### Diversity and development

Our Diversity programme is spearheaded by Civica's Chief Executive Wayne Story, placing an ever-stronger focus from our Senior Leadership

Team for the need to create a more diverse workforce. As part of this, we have recently announced our commitment to the Tech Talent Charter, which aims to drive diversity and address the gender imbalance in the tech sector.

The first cohort of our new 'Potential' training programme launched in January 2018 was predominantly women (as opposed to 25% women in 2017). We aim for an equal gender split of attendees on all our management development programmes as well as gender equality across our succession plans, all of which will help us to reduce the gender pay gap in the future.

### 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. We continue to promote and showcase promotions and the success of senior women at Civica with a number of senior promotions and new recruits during the period. Since 2016, 113 women have progressed through our leadership programmes including eXel, Inspirational Leadership, Potential and Raising the Bar - with 60 currently progressing through the training.

### Apprentices and graduates

Civica is confident that we are making strong progress at the grassroots level. Our current apprentice numbers show a 60:40 male to female ratio, mirroring the gender split of our workforce as a whole. We are running a targeted campaign to recruit more female graduates into technical roles, with plans in place to set diversity targets



for graduate recruitment. We are also carrying out a retendering process for apprenticeship recruitment which includes a requirement for diverse applicant pools when applicants are put forward.

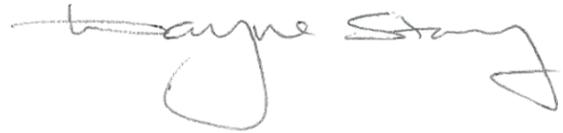
### A workplace for all

As a Glassdoor Top 25 Best Place to Work in 2019 and a Top 50 Flexible Workplace, we pride ourselves on offering a number of initiatives to make Civica an attractive place to work for all of our people. From offering flexible hours and a range of part-time roles, all our employees are provided with the technology to work from home or 'flex' hours to enable a better work/life balance.

We recognise that there is still a way to go in reducing the gap, particularly as Civica continues to grow via acquisition and employee transfers. We are taking the action to apply the initiatives we are using in the UK to monitor and address the gender pay gap in our international divisions. The

Civica Group as a whole is committed to ensuring we are doing all we can to address our gender pay gap both today and in the future.

**I confirm the data reported is accurate.**



**Wayne Story**  
CEO



[www.civica.com](http://www.civica.com)

