

CIVICA

Our 2023 Gender Pay Gap report



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At Civica, we encourage everyone to bring their true selves to work - helping people to feel included and welcome in our workplace regardless of any protected characteristics, including gender, race, or sexuality.

We fully support gender pay gap reporting to achieve greater transparency and accountability across our business, sector, and wider industry as we strive to close the gap, and we are committed to achieving further equality and equity for everyone at Civica.

To achieve this, we are working hard to ensure that our talent sourcing strategies attract and engage across the broadest possible networks and that we uphold non-biased recruitment practices when selecting candidates for roles. When promoting talent at Civica, we follow a robust internal process to ensure we appoint without bias, and we build initiatives targeted specifically to ensure that female talent at Civica can thrive.

Our 2023 gender pay gap report for Civica UK represents the mean and median figures across our business.



In 2022/23, the gender pay gap for Civica UK is 32% median or 22% mean. While this is an improvement of 4 percentage points and 5 percentage points respectively on our 2021/22 figures, we recognise that there is still a lot of work to be done to close the gap further.

As an Investors in People Gold accredited business, we continue to work to reduce our gender pay gap and drive our diversity, equity, and inclusion (DEI) strategy, and we are committed to creating positive change.

Our gender pay gap

	Mean	Median
Hourly fixed pay	22%	32%
Bonus paid	46%	43%

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 2023. 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 colleagues are paid equally for doing the same/equivalent jobs across the company, regardless of their gender or gender identity, and we continue to ensure that our policies and practices are fair.

Proportion of colleagues awarded a bonus for 2022/23

22%

Percentage of men who were awarded a bonus

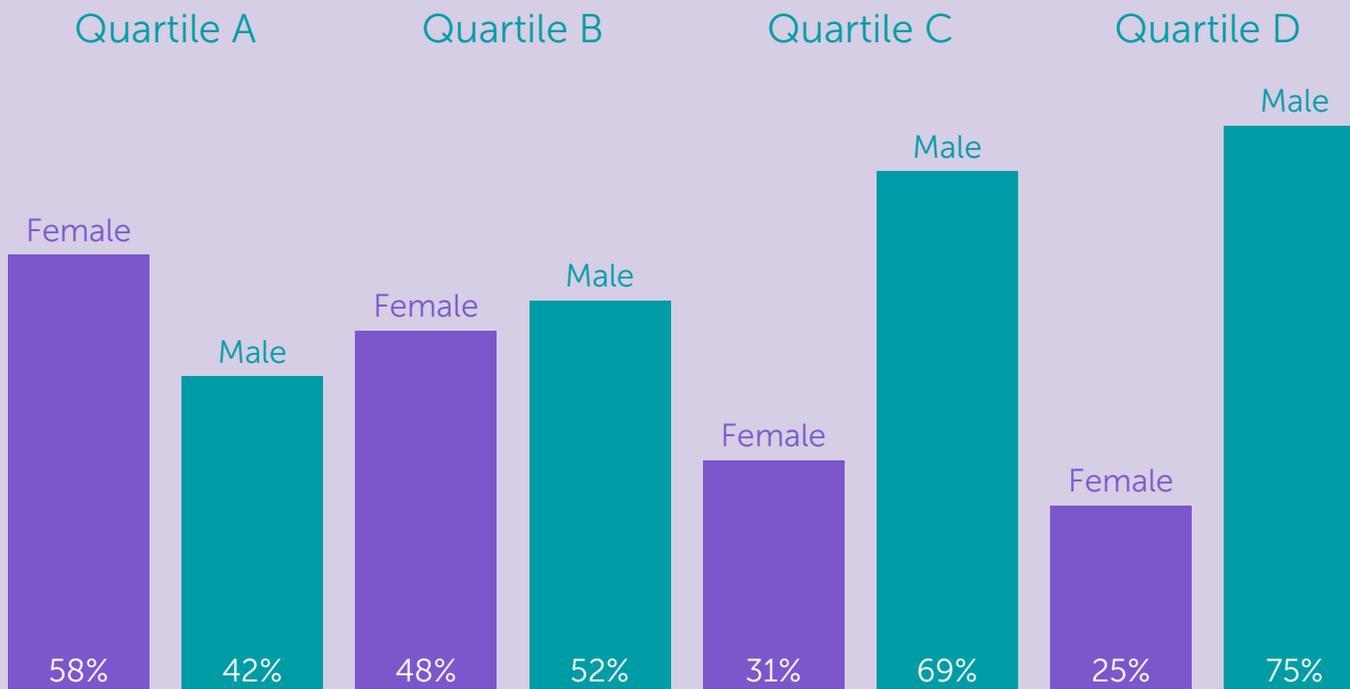
20%

Percentage of women who were awarded a bonus

This shows a 6 percentage point increase in women receiving a bonus since 2021/22 (14%).

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 712 colleagues at Civica. The number of women in Quartile D has increased by 2 percentage points since 2021/22, showing more women taking up senior leadership positions.



What steps are we taking to close 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 continually updating our initiatives in recruitment, training and development, mentoring, coaching, management, retention, and promotion with the aim of making significant strides in reducing the gap in both the short and long term.



Recruitment and promotion

We strive to make our recruitment practices equitable and actively mitigate against unconscious bias. To do this, we implement measures such as CV anonymisation, the use of tools like decoders to ensure gender-neutral language in our ads, and advertising on platforms specifically aimed at engaging and attracting people from under-represented groups.

As a signatory to the TechTalent Charter since 2019, we're committed to continuous improvement in our inclusive recruitment practices, and the benchmarking of our progress against industry best practice.



Our commitment extends to providing interview training for hiring managers with particular focus on addressing unconscious bias in the recruitment process. We also proactively address diversity gaps on our interview panels to enhance decision-making, improve representation, and increase fairness through a diversity of backgrounds, perspectives, and experiences.

We actively encourage women to upskill and confidently pursue senior roles without the concern of any gender-based bias. We regularly share toolkits designed to support all our colleagues to engage in regular check-in conversations with their leaders, to identify areas for growth and development, and opportunities for progression. We demonstrate our investment in women's careers through our Career Relaunch Programme for Women in Tech, which has supported 67 women across three cohorts return to work following career breaks in India, and we aim to replicate the success of this initiative through endeavours across Civica.



Training and development: 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 and ensure we're creating a supportive working environment for our diverse community, not least via our new DEI training for leaders, and a new DEI e-Learning programme for all employees, launched by CEO Lee Perkins on International Women's Day in support of the year's theme #EmbraceEquity.



We host regular sessions and panels celebrating and profiling women at Civica, along with notable women guests, with the aim of raising awareness about topics such as the menopause. In 2023 we were joined by author, TV producer, and menopause campaigner Kate Muir alongside our lineup of annual key topics, including International Women's Day and Black History Month.

In conjunction with our panels, our global Affinity Groups - employee-led groups based on shared characteristics including gender, ethnicity, sexual orientation, and disability, and supported by strong allies - created safe spaces to discuss a wide range of topics, and showcased diverse experiences via insight pieces on our website and social media.

Amongst other things, our Women in Civica group elected a new steering committee and Chair to improve their offering even further over the coming year, and our UK Menopause Affinity Group launched a new menopause policy, guidance for all leaders, and an online 'Menohub' offering support and advice for all employees.



Future women leaders

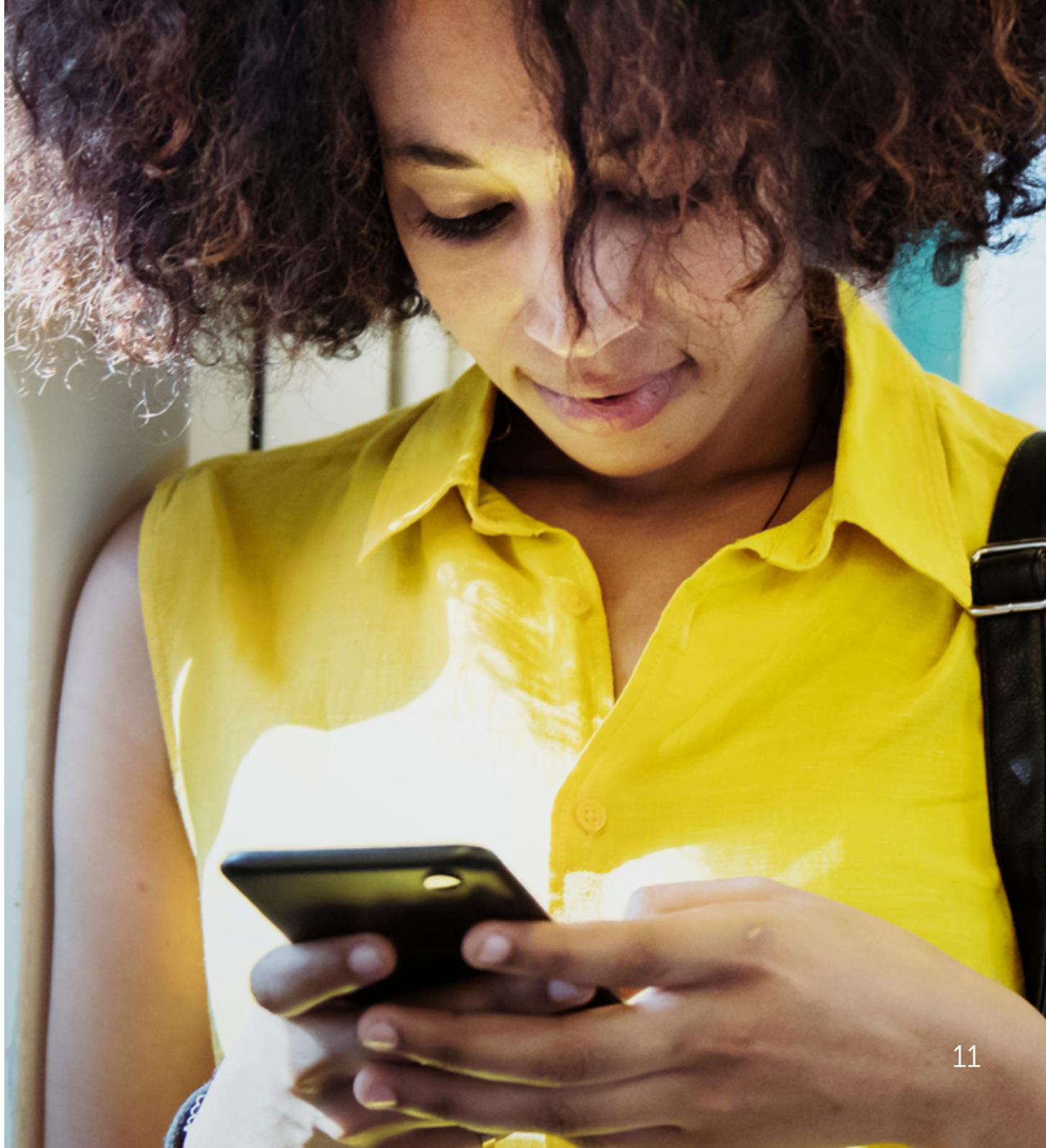
To help reduce our gender pay gap further, we continue to champion women in senior roles, both via recruitment and retention, and the development of talented individuals.

As part of this, our Women in Civica Affinity Group runs a regular Speaker Series, inviting different women in leadership positions, both within and outside of Civica, to share key insights about their progression, professional journey, and personal development, providing feedback and advice for women at all levels of Civica, and allies, to learn from and be inspired by.



Succession planning is a vital focus area across our business, and we support this with key development initiatives. During the period we've continued to build our online learning catalogue via our Civica Academy, and have grown our coaching programme with a new formal qualification available for people across the Group with a new 'Leaders as Coaches' module.

In tandem with our coaching focus, our mentoring programme continues to enable colleagues to reach their full potential, find the best internal opportunities, and feel even more supported in the workplace. Our new recruitment platform Workable also allows colleagues to view and apply for positions at Civica, encouraging internal progression and promotion.



A flexible approach

We're committed to providing a flexible and welcoming working environment that attracts and retains working mothers and parents, as well as colleagues with accessibility needs, and supports the maintenance of a healthy work-life balance.

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, providing practical health and wellbeing support through programmes such as our Employee Assistance Programme (EAP), private medical insurance, internal wellbeing initiatives, intranet resources, and more.



By developing a family-friendly employment offering - and supported by our Parents and Guardians Affinity Group, dedicated to providing guidance and driving positive change - we continue to nurture an inclusive culture, including via the continued availability of shared parental leave and a range of other parental leave support.

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.



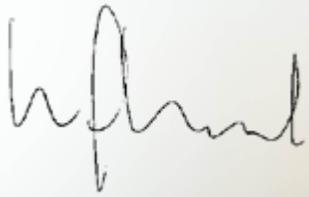
Talent for the future

Civica offers a range of graduate and apprenticeship opportunities via our Horizons programme, including the opportunity for apprentices to gain a degree at Civica while working. We monitor our early years recruitment and run targeted recruitment campaigns to attract more women into technical roles. Our early careers intake during the period was 47% female; 53% male, across a range of technical and business roles.



As we continue to grow both 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 gap via our continued commitment to inclusivity, accountability, and continuous evaluation of our workplace practices both today, tomorrow, and into the future.

I confirm the data reported is accurate.

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

Lee Perkins, CEO

