

Our 2019 gender pay gap report

Here at Civica, our strength lies in our people and we take great pride in our exceptional team and our genuine, purpose-driven culture. We empower everyone to be the best they can, supporting and celebrating each other across our global team. We are committed to maintaining a diverse and inclusive workforce and continue to focus and invest in our talented people, underpinned by our Civica Way framework.

We fully support gender pay gap reporting as a way to forge greater accountability and transparency across our business: to ultimately bring about further gender equality in the workplace as a whole, for everybody.

Our gender pay gap reporting for Civica UK has identified mean and median figures across our four core areas of Critical Software, Digital, Managed Services and Central Services, which have all improved since our 2017/18 reporting.

Our median pay gap figures now stand at 11.6% for both Critical Software and Digital, 7% for Managed Services and 13.3% for Central. These figures are all better than average for the technology sector which stands at 18% for the tech industry across the G7 nations. The median gender pay gap for the whole UK economy, according to the October 2019 Office for National Statistics Annual Survey of Hours and Earnings figures, is 17.3%.

Since the last reporting period, Civica UK has continued to grow with more than 375 employees joining us during the period, including via acquisition and TUPE transfer. While our individual area averages have remained below the comparable UK average, the combined score for Civica UK is 32.4% (median) or 28.8% (mean), a decrease of more than 21% and just under 9% respectively since our 2017/18 reporting.

While these figures show we are moving in the right direction, we aim to continue to further reduce the gap. This reflects more women working in administration and officer roles in the business than men, and a number of women joined Civica at entry level roles during the period 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.

As an Investors in People Gold accredited business, this has helped us recruit 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 senior technical roles. Between April 2018-19, we increased our female managers by 4% (now 39% of managers in our business), and our senior female managers by 2% (now 30% of senior managers in our business).

We are confident that our strategy, both in the short and longer term, will reduce our gap. To better understand the challenges we face in recruitment, training and development, we hold regular feedback sessions with everyone across the business, regardless of role, seniority or gender. Although we are not alone in the tech sector's challenge to address the gender pay gap, we can play a major part in addressing gender pay both at Civica and for our industry as a whole.

Our gender pay gap

	Mean	Median
Hourly fixed pay	28.8%	32.4%
Bonus paid	53.6%	54.1%

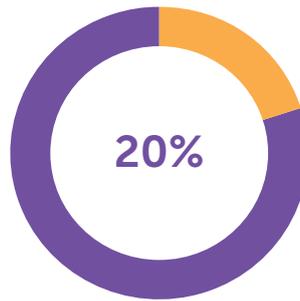
The table above shows our overall mean and median gender pay gap based on hourly rates of pay in the year up to 5 April 2019. It also captures the mean and median difference between bonuses and commission paid to women and men at Civica UK in the same period. We are confident as a business that women 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.

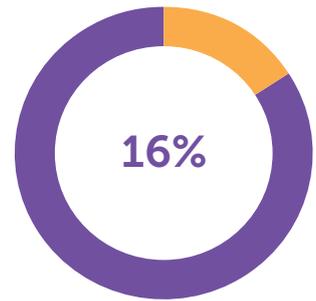
It differs from equal pay, which involves directly comparing two people carrying out the same or equivalent work. At Civica we are confident that men and women are paid equally for doing the same/equivalent jobs across the company and we continue to ensure our policies and practices are fair.

Proportion of colleagues awarded a bonus for 2018/19:

Percentage of men who were awarded a bonus:



Percentage of women who were awarded a bonus:



This shows a 4% difference between the number of men and women being paid a bonus for their performance in 2018/19.

Pay quartiles:

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 673 colleagues at Civica. The number of women in Quartiles C and D has increased by 3% and 4% respectively since 2017/18, showing progression of women through our salary quartiles and a growing number of women taking up senior leadership positions.



Quartile A
Female 61%
Male 39%



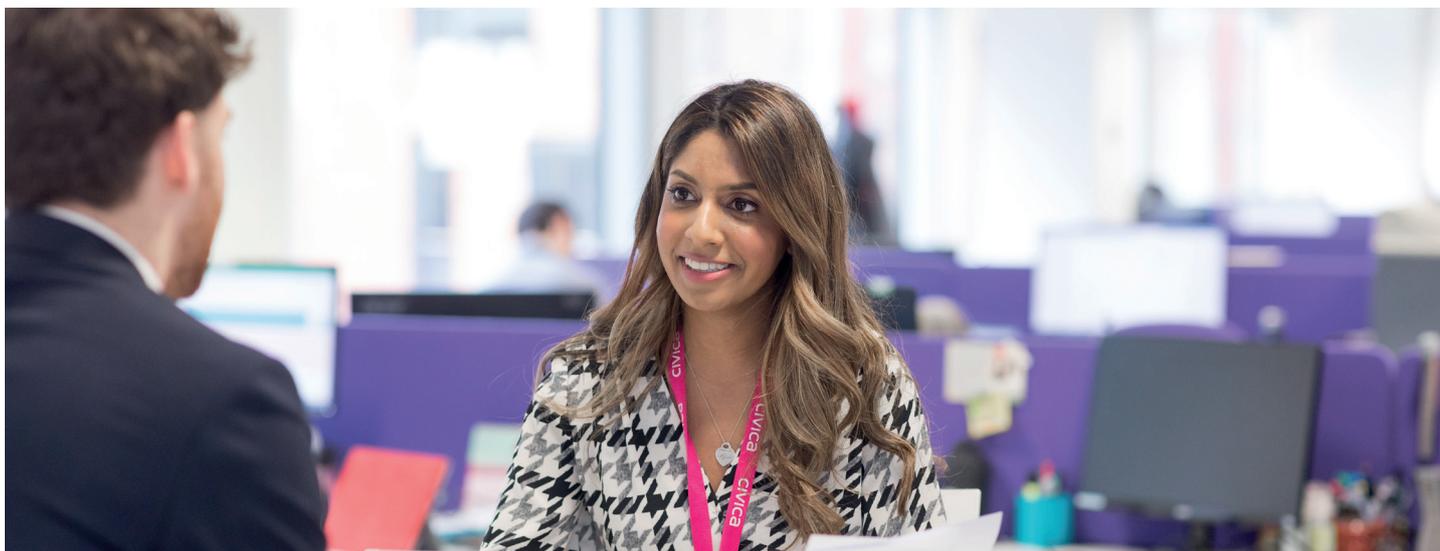
Quartile B
Female 54%
Male 46%



Quartile C
Female 28%
Male 72%



Quartile D
Female 26%
Male 74%



Addressing the gap both now and in the future

We are pleased to be making progress both in our individual business areas and our overall gender pay gap. However, we recognise the latter will take some time to close. Our long-term strategy to narrow the gap is a Group-wide plan and focuses on the areas where we know we can make the biggest difference.

Equal recruitment

We continue to work hard to ensure that our recruitment process is fair and equal, from graduate and apprentice positions through to senior management. We have taken steps, including ensuring all job profiles have wording which is fair to all genders and anonymising CVs, plus working with all third-parties to make sure they support our diversity agenda and we receive a 50/50 gender split for candidates for senior management roles.

Figures from the Tech Talent Charter show that while women accounted for 50% of the working age population in 2018, there were only 226K female IT specialists in the UK workforce - just 16% of the total at that time. We believe that inspiring girls and young women from an early age into a tech career is crucial to improving these figures. Via our partnership and programmes with Young Enterprise, our Coding for Kids initiative in Northern Ireland and partnership with the University of Bath among others, we are supporting and mentoring women to choose tech-based employment.

Diversity-first focus

Led by Civica's Chief Executive Wayne Story, and championed by our Chief People Officer Julie Chell, our comprehensive diversity and inclusivity (D&I) strategy encompasses all aspects of our culture. We encourage our people to be their true selves and explore what matters to them. We became a signatory to the Tech Talent Charter in 2019, committed to inclusive recruitment and benchmarking progress against industry best practice. We were also delighted to be included in the 2020 Financial Times list of Diversity Leaders, testament to our progress in this area.

Our in-house Diversity Dashboard helps us monitor progress, using joined-up data from across the business to understand where we are against our targets and examine areas for improvement. We are also rolling out a number of D&I Champions across our offices. These employees are key in talking to all of our people about D&I, supporting best practice in the workplace and also helping us with feedback around any existing challenges.

Our female leaders and role models

At Civica we continue to champion women in technology, and aim to increase the number of female employees through the development and recruitment of talented individuals. With a broad balance across the business, we were delighted that five colleagues were shortlisted for the Women in IT Excellence Awards in 2019.



We are fully committed to building further equality into our leadership teams, encouraging everyone to reach their full potential via our Civica Academy training programme. We continue to promote and showcase the success of senior women at Civica with a number of new recruits and promotions during the period. Since 2017, 160 women have progressed through our leadership programmes including Inspirational Leadership, Potential and Raising the Bar.

The next generation

As a member of the 5% Club, Civica offers a range of apprenticeship and graduate roles via our Horizons programme. We are confident that we are making good progress at this grassroots level with our current apprentice numbers showing a 55/45 male to female ratio, mirroring the gender split of our overall workforce. We have set diversity targets for graduate recruitment and run targeted recruitment campaigns to attract more women into technical roles at Civica.

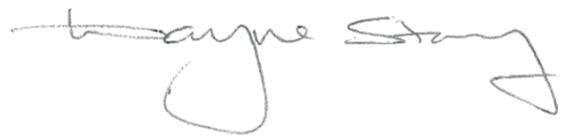
A flexible workplace for all

We offer a flexible, agile workplace with opportunities for everyone to enjoy a strong

work/life balance. From a range of part time roles to flexible hours and remote working, our employees are provided with the technology to work from home or 'flex' their hours to better suit their commitments outside of the workplace. As a Glassdoor Top 25 Best Places to Work 2019 winner, we strive to continuously improve in this area with regular employee engagement to develop new ideas.

As the Civica Group continues to grow, both in the UK and in our global regions, we are pleased to be making progress but recognise we still have some way to go. We are working continuously across all of our divisions to do everything we can to build a strong, diverse and inclusive workplace both today and into the future.

I confirm the data reported is accurate.



Wayne Story
CEO

www.civica.com

