

# Gender Pay Gap Statement

Citation Ltd - Reported and published in  
April 2024

Based upon the snapshot date of April  
2023 (covering April 2022 to April 2023)

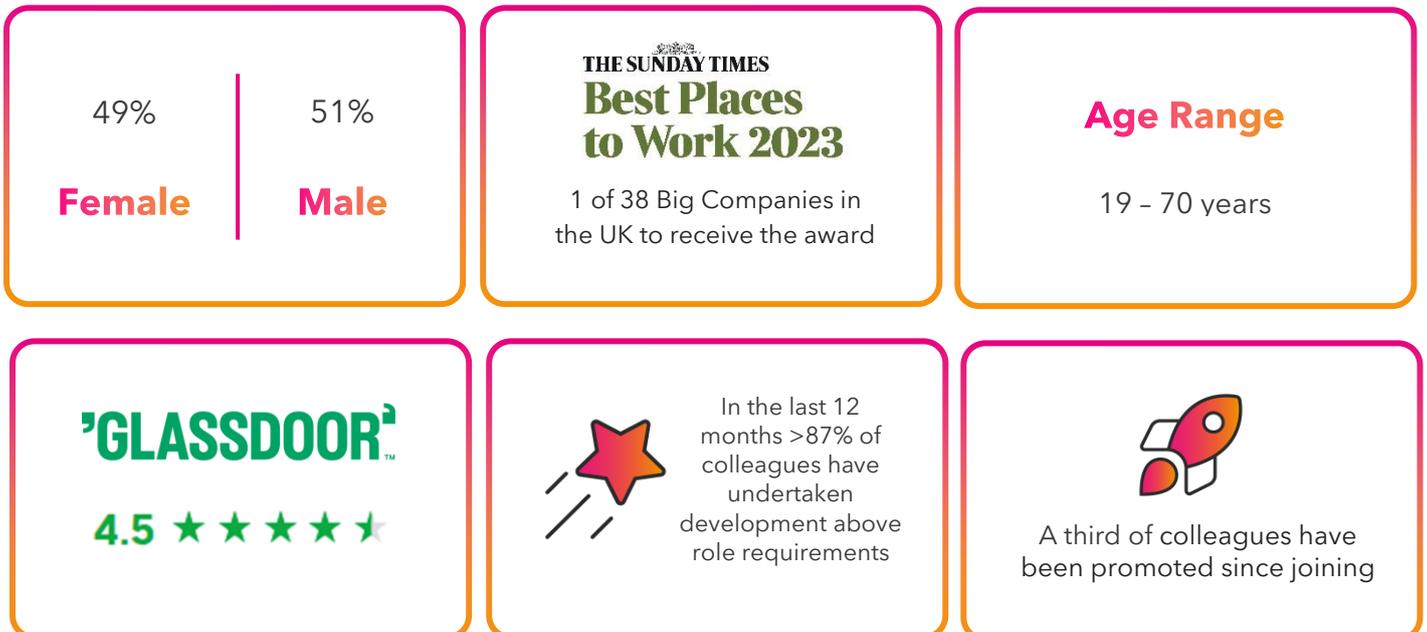
# Reporting Statement

## About Citation Ltd

Together we're building better businesses to create a better world. We provide mission critical services and software to small and medium sized businesses, so they can focus on what they do best.

Everything we do - from how we treat each other to how we speak with clients - is driven by our core values. We want to be the business that colleagues want to work for and clients want to work with. That is why colleague engagement has been at the heart of our business strategy for over 10 years. We are proud of culture and our colleagues, who have together created a great place to work - evidenced through leading colleague engagement scores.

Based on our colleagues at present, we are proud to share the following:



## Gender Pay Gap Summary

We recognise that successful organisations build on the strengths that come from having a diverse and inclusive workforce. As part of our talent strategy, we will continue to seek ways to attract and retain the best people - regardless of gender, age, ethnicity, beliefs, or background.

Since the last report, we are happy to share the progress we have made.

We welcome gender pay gap reporting and take our obligations seriously.

Given the reporting period of April 2022 to April 2023, the impact that our other initiatives have had are not yet reflected in this report.

### Key areas

- ✓ Increased our gender diversity to 49% female.
- ✓ Integrated 3 acquired businesses with a predominantly high earning male population. This has resulted in a widening of our gender pay gap since the last report as it is not a like for like comparator to last year.
- ✓ Increased the proportion of females earning bonus by 10%.
- ✓ We have continued our Women in Leadership Programme to help accelerate the careers of high potential women.
- ✓ We are delighted for the first time in our history women in sales now feature within our high earners.
- ✓ Attracted more females into our sales teams.

## Gender Pay Gap Commentary

Whilst gender is just not part of the equation when deciding how to remunerate colleagues, we recognise that we still have more work to do in order to close the gender pay gap. At Citation our gender diversity is reflected in our senior leadership team, with 40% being female.

We are proud of the flexible hours and locations we offer to attract and retain talent. We recognise that globally women still take more caring responsibilities than men, and this is reflected in our workforce, with 83% of part-time workers being female.

Initiatives we had in place to help close the gender pay gap when we last reported have all continued and we are pleased with the success indicators we are seeing as a result. However, due to other workforce changes during the reporting period (such as the integration of three acquired businesses with a higher percentage of males in the upper pay quartiles), the impact of our initiatives are not showing in our gender pay gap submission.

We are confident that the initiatives we already have in place will help us to continue closing the gap.

- We have expanded and accelerated our professional development programmes which will increase female representation in these higher paid and traditionally male dominated professions.
- Targeted campaigns and operational changes to attract more females into our professional sales roles through flexible working options and changes to our training and development.

When considering the table overleaf, it is important to understand the adverse impact of bonus and commission on our pay gap, given almost one quarter of our colleagues work in sales roles with higher potential earnings due to bonus and commission schemes in place.

### **'Hourly Pay' includes bonus and commission:**

Our bonus and commission schemes are transparent - they are based upon nothing but objective, quantifiable and fair performance metrics.

We have traditionally struggled to attract more than a handful of women to our sales roles. Whilst men still make up the largest proportion, we are delighted to report that year on year we are attracting more women in our sales roles. We are proud to see that for the first time in our history we now have female colleagues featuring within our top quartile sales earners. We are confident that such role models will help us attract and develop even more top female sales talent. Though we will not start to see the reduction in the pay gap until next year at the earliest (April 2025 Report based upon the snapshot of April 2024)

**Calculation period: April 2022 to April 2023**

**April 2024 submission Citation Ltd**

		<b>Male</b>	<b>Female</b>
<b>Pay quartiles %</b>	Band A (Lower)	31%	69%
	Band B	48%	52%
	Band C	48%	52%
	Band D (Upper)	70%	30%

Mean hourly gender pay gap	26%
Median hourly gender pay gap	23%
Mean gender bonus gap	62%
Median gender bonus gap	28%

<b>Percentage of colleagues paid bonus</b>	<b>55%</b>	<b>48%</b>
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*Mean Ordinary Pay Gap* 15%

I confirm that the above information is accurate.



**Matthew Stewart**  
**Managing Director**

## Our Values



### Make it happen

We own it, we find a way



### Never settle

We're ever evolving

Ready for  
anything



### Choose right

We do the right thing



### Smart with heart

We're people not paperwork

