

Pulsant Ltd Gender Pay Gap Report – 2020/2021

Introduction

Pulsant are committed to be a fair and inclusive employer and our values, selected by our people, are at the core of everything we do, with “People First” being paramount. A fundamental behaviour that underpins this value is being inclusive and respecting diversity. Our aim is to ensure we have an open and honest environment, that allows people from different backgrounds, with diverse perspectives, to thrive and help us to deliver a great service to our clients and to support one another. We want to attract, develop, and retain talented people from a wide range of backgrounds and with varied skills and experience to drive improvements and ensure we operate as effectively as possible.

Like many organisations in the technology sector, we are aware of the ongoing and historic challenges with the under representation of women within the sector. We recognise that there is still some way to go, but we are committed to address the gender imbalance within Pulsant and seek to encourage applications.

About this report

According to the Gender Pay Gap Regulations, all organisations with over 250 employees have been legally required to report annually on their gender pay gap. The gender pay gap provides a snapshot of the gender balance within an organisation. It measures the difference between the average earnings of all male and female employees, regardless of their role or seniority. The gender pay gap is different to equal pay. Equal pay deals with the pay difference between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

This report follows the guidance set out by the Government Equalities Office based on a snapshot of pay data on a set date. The following six measures are reported in line with the gender pay gap reporting legislation and the calculations are based on a snapshot date of 5th April 2020:

- **Mean gender pay gap** - the difference between the mean (average) hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- **Median gender pay gap** - the difference between the median (midpoints) hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- **Mean bonus gender pay gap** - the difference between the mean (average) bonus pay paid to male relevant employees and that paid to female relevant employees
- **Median bonus gender pay gap** - the difference between the median (midpoints) bonus pay paid to male relevant employees and that paid to female relevant employees
- **Bonus proportions** - the proportions of male and female relevant employees who were paid bonus pay during the relevant period
- **Quartile pay bands** - the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

Our Gender Pay Gap

Mean and Median Gender Pay Gap		
	Mean (Average)	Median (Mid point)
Gender Pay Gap	26.8%	5.3%

As with many other organisations within the technology sector, Pulsant have a higher proportion of male employees compared to female employees. The median figure helps illustrate that although we do have a lower number of female employees, they are quite fairly represented at all levels of the organisation.

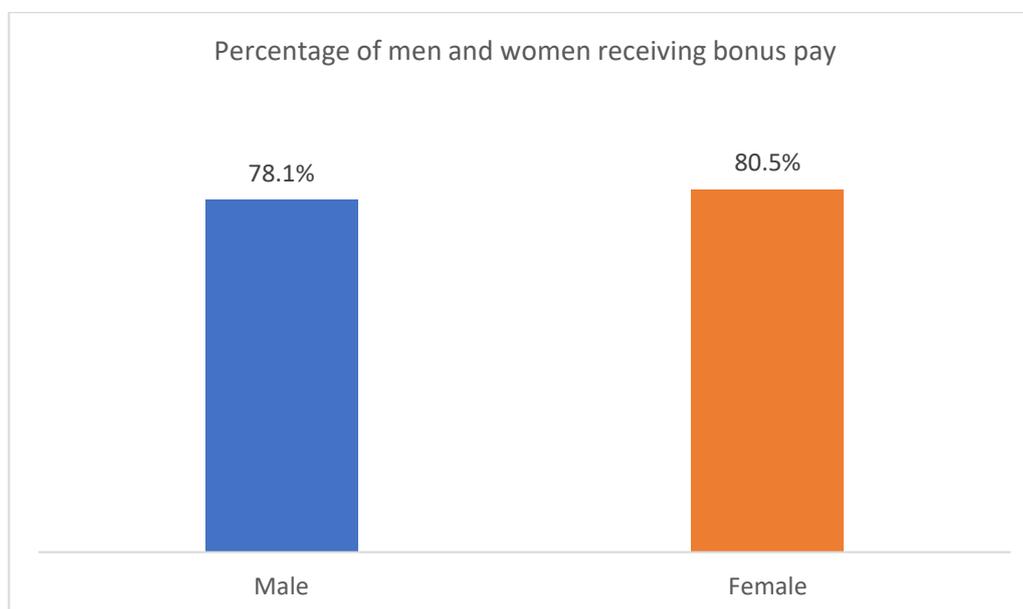
However, we do still have a gender pay gap of 26.8%. Although gender in no way influences our pay decisions, we do have a lower level of female representation in the highest paid senior roles. We are committed to ensuring that our opportunities are promoted widely in the market and that we take steps to try to attract more women into technical and senior leadership positions, with our hiring decisions always being based on the best candidates for the roles. We do not expect the long term and technology sector challenges related to attracting women into technical and senior leadership positions to be a quick fix but will do our best to attract women to Pulsant.

Our Gender Bonus Pay Gap

Bonus Gender Pay Gap		
	Mean (Average)	Median (Mid point)
Bonus Pay Gap	-46.7%	0%

Pulsant operates different bonus and commission schemes across different functions and levels in the organisation. The mean difference between the bonus paid to men and women shows that this is in favour of women by reporting -46.7%. Although we have fewer women in the organisation, of that smaller number, the women who are receiving a bonus are predominately in the sales function and on a commission-based scheme. Employees who are not entitled to earn commission or within management roles are eligible to receive a discretionary company bonus which is based on individual performance. The bonus is a set amount, and the majority of our employees are eligible for this, therefore when looking at the median difference it shows 0% as on the whole the largest portion of our employees receive this bonus.

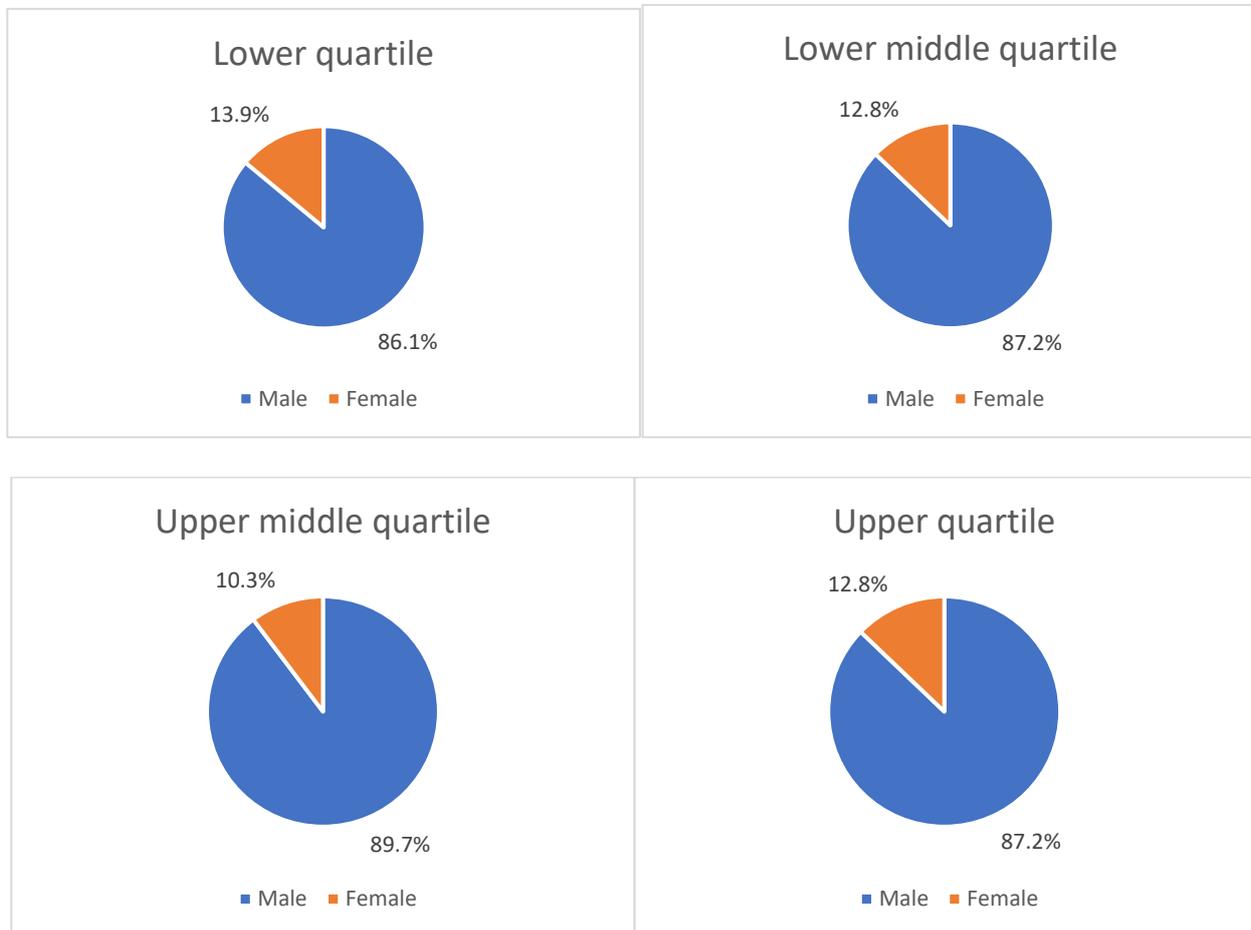
Bonus proportions by gender



As mentioned above, the majority of our employees are eligible for a discretionary company bonus therefore as you can see from the above, there are high proportions of our workforce, both male and female who are eligible to participate in and earn a bonus at Pulsant. The difference between men and women receiving a bonus is comparable and therefore 78.1% of men receive a bonus whilst 80.5% of women receive a bonus.

Pay quartiles by gender

The charts below outline the proportion of men and women in each pay quartile, based on hourly pay rate.



A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" includes the lowest paid 25% of our people and the "upper quartile" includes the highest paid 25% of our people.

The figures in these charts have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

As you can see from the pay quartiles, each pay quartile has a higher proportion of men than women. This reflects the challenges that many organisations face across the technology sector, due to the relatively low female representation in the industry. This significantly impacts the results as the data is based on a majority of male employees. Whilst females are fairly equally represented across the quartiles, the proportion of women in the upper middle quartile is slightly lower. In the upper quartile, the highest paid employees are disproportionately men, with the women at the lower end of the upper quartile.

Whilst there is a fairly equal representation of females across the quartiles, when looking at the positions they are in, it is clear that there is less female representation in our technical positions and they are predominately in functions, such as Finance, HR, Administration as well as within Sales & Marketing.

Next steps / Closing the gap

The figures in this report show that there is still more for us to do to achieve a better gender balance. Some of the key areas for us to focus on include:

Recruitment

Pulsant understands the importance of inclusive hiring practices and we want to ensure our practices are rigorous and consistent. We have looked at our recruitment process to reduce the risk of bias. For each role we advertise, we ensure our jobs descriptions and adverts include only the relevant criteria and experience. All adverts are checked through a tool that checks for gender biased language. We want to ensure our adverts do not adversely impact females from applying.

We aim to roll out more training to our hiring managers on best practice and how to assess candidates fairly and to understand the impact any personal bias may have in the process.

We also want to expand our recruitment channels through the use of social media and ensure we have a wider reach to attract people from a wider pool to make them aware of the roles we are recruiting.

Having a structured interview for both external and internal candidates allow each candidate to be asked the same questions in a predetermined order and format and reduces the impact of unconscious bias.

We aim to continue to focus our attention on engaging with academic institutions to communicate more around the technology sector and to encourage more females to take up studying STEM subjects at school, with the aim to move into a career within the technology field.

Our results show that we have less women represented within technical fields, so we will continue to work to ensure our recruitment strategy focuses on informing, engaging and attracting more females into this field and ensuring our flexible working practices can also support opportunities.

Career progression

We are working on identifying our high potential employees, both men and women across all levels of the organisation and to develop programmes to enable career progression and defined pathways to support their development, as well as assist with succession planning. As part of this and our leadership development programmes, we want to ensure that there is alignment with mentors, both internal and external.

As part of our internal review process, we encourage managers to have conversations with their direct reports to understand their career aspirations and what we can do to support their development and progression within Pulsant.

Diversity and inclusion

We have a working party across the organisation to focus on Diversity and Inclusion. The aim of this group is to develop initiatives and drive awareness across the wider business.

We aim to build on training which is rolled out across the organisation through platforms we already have in place to raise awareness and better understanding on areas around diversity and inclusion.

Flexible working

With recent changes due to the global pandemic, we are moving to a hybrid way of working which is very much aligned with the vision of our people and this flexibility will hopefully support parents and carers.

We are committed to continuing to review our flexible working provisions, to ensure that men and women alike are able to take on roles regardless of their caring responsibilities and we can do our best to support them.

We are continuing to drive our flexible working policy to encourage women to return to work following maternity leave and other family-related leave for both men and woman such as shared parental leave and offer part-time working where appropriate.

Declaration

We confirm that Pulsant Ltd has produced its Gender Pay Gap calculations in accordance with the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and that the calculations are accurate at the time of publishing.

Signed: 

Name: April Clark, Chief People Officer

Signed: 

Name: Rob Coupland, Chief Executive Officer