

## Pulsant Ltd Gender Pay Gap Report – 2021/2022

### Introduction

At Pulsant we are committed to being 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 addressing 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. This year’s report is the second annual report that Pulsant has published.

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 5<sup>th</sup> April 2021:

- **Mean (average) and median (midpoint) gender pay gap** - the difference between the average and midpoints of hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- **Mean (average) and median (midpoint) bonus gender pay gap** - the difference between the average and midpoints of 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) |             |
|                                | 2020           | 2021        | 2020               | 2021        |
| Gender Pay Gap                 | 26.8%          | <b>6.5%</b> | 5.3%               | <b>4.0%</b> |

As with many other organisations within the technology sector, Pulsant has a higher proportion of male employees compared to female employees. It is worth noting however that the percentage of female employees has increased from 12.9% in April 2020 to 14.2% in April 2021.

It is encouraging to see that both the mean and median pay gaps have decreased compared to 2020. The median figure continues to help illustrate that although we do have a lower number of female employees, they are fairly represented at all levels of the organisation. The median hourly pay rate has increased for both male and females compared to 2020. The biggest decrease we have noted compared to 2020 is with the mean figure. Our average gender pay gap has decreased to 6.5%. The average hourly pay has increased for both males and females, however there is notably a bigger increase for females, which decreases the gap. Whilst this does demonstrate an improvement, with our employee numbers, we remain aware that a small number of factors can have a significant impact on these figures at the defined point in time the pay gap is measured.

A factor which contributes to our gender pay gap, is that we do have a number of females in sales positions who receive commission, which in turn has contributed to the increase in the average hourly pay rate.

Although gender in no way influences our pay or hiring decisions, we do have a lower level of female representation in our senior leadership positions. 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 both 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 and our ambition is to increase the proportion of women over time.

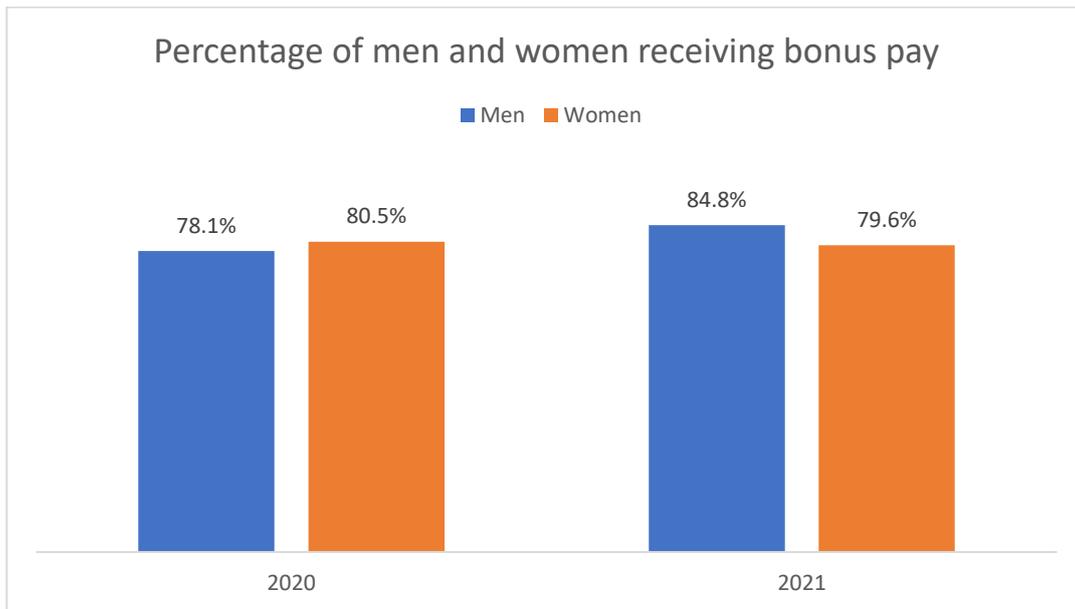
## Our Gender Bonus Pay Gap

| Bonus Gender Pay Gap |                |               |                    |           |
|----------------------|----------------|---------------|--------------------|-----------|
|                      | Mean (Average) |               | Median (Mid point) |           |
|                      | 2020           | 2021          | 2020               | 2021      |
| Bonus Pay Gap        | -46.7%         | <b>-26.3%</b> | 0%                 | <b>0%</b> |

Pulsant continues to operate different bonus and commission schemes across different functions and levels in the organisation. At the defined point in time the bonus pay gap is measured, those who were not entitled to earn commission or within management roles were eligible to receive a discretionary company bonus which is based on individual performance. The bonus was a set amount, and the majority of our people were eligible for this, therefore the median figure of 0% is consistent compared with 2020 as on the whole, the largest portion of our people receive this bonus. In August 2020, Pulsant took the decision to make a higher than usual bonus payment of £500 to all eligible people on a one-off basis in recognition of the challenges faced throughout the COVID-19 pandemic. This was paid to all those eligible for the discretionary company bonus, and therefore increased the median bonus payment, however, it did not impact the bonus pay gap.

The mean bonus gap for 2021 is in favour of women by reporting -26.3%. In comparison to 2020, the gap has narrowed, however is still in favour of women. 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. Whilst this does demonstrate an improvement in favour of women, by having fewer women in the organisation, we remain aware that a small change can have a significant impact on these figures at the defined point in time the bonus pay gap is measured.

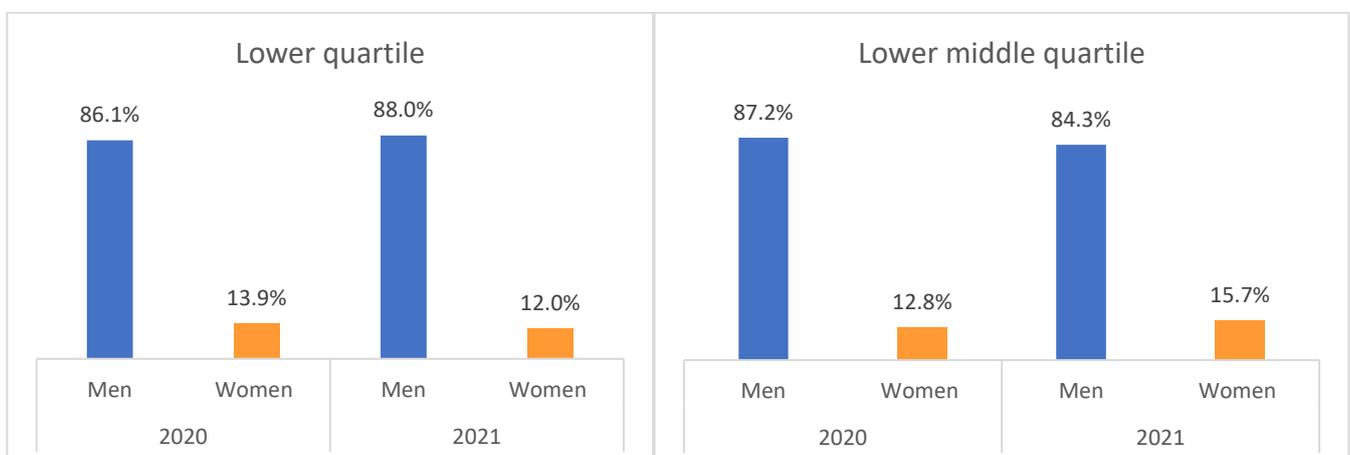
### Bonus proportions by gender

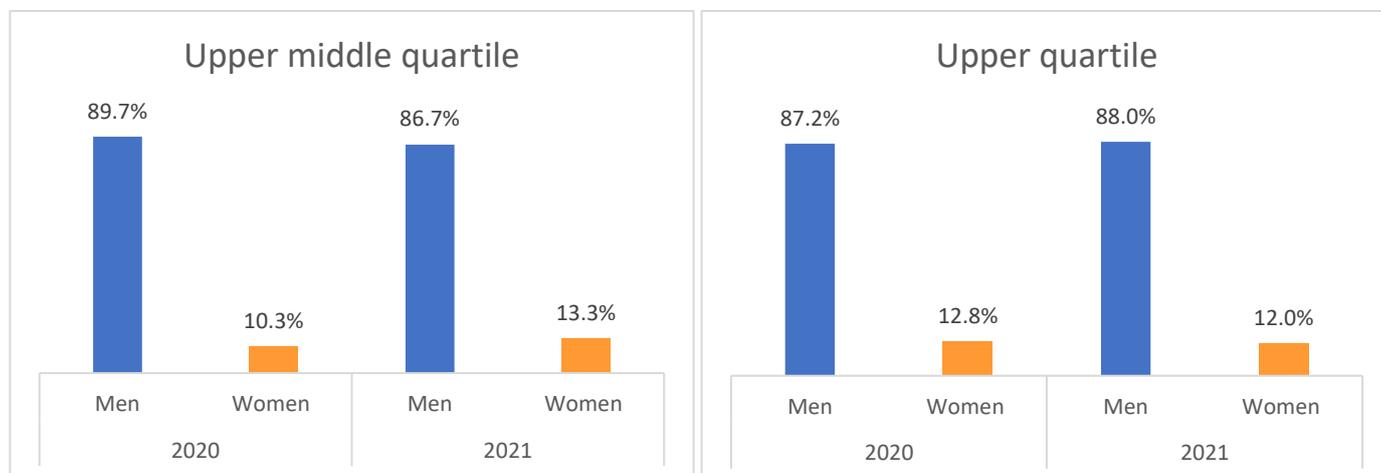


As the majority of our people were eligible for a discretionary bonus at the defined point in time the bonus pay gap was measured, you will see that year on year there are high proportions of our workforce who received bonus payment. Whilst the percentage of men receiving a bonus increased by 6.7% from 2020 to 2021, the percentage of women receiving a bonus decreased slightly by 0.9% from 2020 to 2021.

### 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.

Comparing the results from 2020 and 2021, each pay quartile has a higher proportion of men than women. This is consistent with challenges faced by many organisations across the technology sector, due to the relatively low female representation in the industry.

The biggest change from 2020 to 2021 is the increase in the number of women in the lower middle quartile (2.9% increase) and the upper middle quartile (3% increase). Whereas the number of women in the lower quartile and upper quartile has decreased slightly. In the upper quartile, it is worth noting that 70% of the women within that quartile are at the higher end of the quartile. Of these sitting at the higher end of the quartile, the positions are predominately Sales and Senior Leaders. The lower middle quartile has the highest proportion of women, however 61% of the women within that quartile are at the lower end of the quartile.

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

## **Next steps / Closing the gap**

The figures in this report show that whilst there has been improvement from 2020 to 2021, there is still more for us to do to achieve a better gender balance. With our employee numbers, we remain aware that a small number of factors can have a significant impact on these figures at the defined point in time the pay gap is measured.

Some of the key areas we have already made progress on and continue to focus on include:

### Recruitment

We understand the importance of inclusive hiring practices and want to ensure our practices are rigorous and consistent. We continue to review our recruitment process to reduce the risk of bias, by ensuring our jobs descriptions and adverts include only the relevant criteria and experience. We continue to ensure our adverts do not adversely impact females from applying and currently track applicant gender throughout the full recruitment lifecycle.

We continue to evolve the training we provide our current and new 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 continue to look at ways 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. We continue to put more emphasis on our culture and wellbeing in our approach.

We are in the process of rolling out more structured interviews for both external and internal candidates to reduce the impact of unconscious bias.

As the pandemic comes to an end and more face-to-face engagements becomes possible, we will look to participate in more career fairs which are aimed towards Women in Technology and will look to increase our external presence at conferences and speaker events targeting women.

We would like to increase 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 have identified our high potential people across the organisation, both men and women at all levels of the organisation and are now at a stage to develop a programme to suit their career aspirations and to create pathways to support their development as well as assist with succession planning. As part of this we are offering mentoring and coaching, both internal and external to both men and women.

We have created a Leadership Development Programme which is open to all line managers and team leaders, which covers all areas of people management, including diversity, equality, and inclusion with training around mitigating personal bias.

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 continue to focus our efforts on Diversity and Inclusion and intend to set up a working party from across the organisation to develop initiatives and drive awareness across the wider business. We have had women across the organisation attend the Women in Technology festival to expand knowledge and enable networking throughout the event. We have celebrated International Women's Day and had a guest speaker to talk to the women throughout the business on Menopause in the hope to change the stigma around this topic. We continue to advocate attendance at such events and look to participate in many more.

We continue 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 have moved to a hybrid way of working which is very much aligned with the vision of our people. We now advertise that our roles are hybrid which will hopefully improve workplace flexibility for both men and women.

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 have seen an uptake of Shared Parental Leave for both men and women in the organisation.

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:



Signed:



Name: April Clark, Chief People Officer

Name: Rob Coupland, Chief Executive Officer