

Gender Pay Gap Statement

Citation Holdings Limited - Reported and
published in April 2024

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

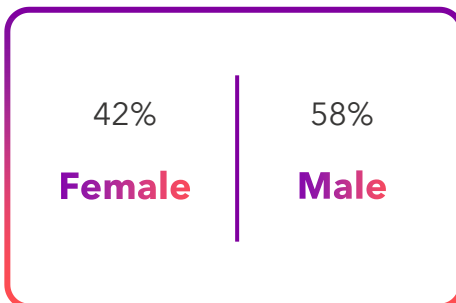
Reporting Statement

About Citation Holdings Limited

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:



THE SUNDAY TIMES
Best Places to Work 2023
1 of 38 Big Companies in the UK to receive the award

Age Range
18 - 71 years

'GLASSDOOR'
4.5 ★★★★★



In the last 12 months >50% of colleagues have undertaken development above role requirements



>40% of colleagues have been promoted since joining

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.

We welcome gender pay gap reporting and take our obligations seriously. So, whilst this is the first time Citation Holdings Limited has been required to report on its gender pay gap, we also measured our gender pay gap in the prior year and are happy to share the progress we have made.

Overview

- ✓ Mean Hourly Gender Pay Gap has reduced by 7% to 21%
- ✓ Reduced our mean and median Gender Bonus Gaps
- ✓ Increased the percentage of females in the upper pay quartile
- ✓ Mean Ordinary Pay Gap has reduced by 9% to 18%
- ✓ 42% female and 58% male
- ✓ Balanced gender split for colleagues paid bonus
- ✓ Launched a Women in Leadership Programme to help accelerate the careers of high potential women

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 the Citation Group, roles in finance and technology, traditionally male dominated professions, are centralised into Citation Holdings Limited which impacts our gender pay gap. We continuously seek ways to develop and attract the best people, regardless of gender, age, ethnicity, beliefs, or background.

We are proud of the flexible hours and locations we offer to attract and retain talent. We recognise that globally females still take more caring responsibilities than males, and this is reflected in our workforce, with 100% of part-time workers being female.

Over 40% of Citation Holdings Limited colleagues have been promoted since joining, of which 45% are female and 55% male. We have launched a Women in Leadership Programme to help accelerate the careers of high potential women.

When considering the table overleaf, it is important to understand the adverse impact of bonus and commission on our gender pay gap. We have significantly more males than females employed in commercial/sales-based roles where we have non-contractual bonus and commission schemes in place. Our bonus and commission schemes are transparent - they are based upon nothing but objective, quantifiable and fair performance metrics. We have plans in place to attract more females to our commercial roles. Had we excluded non-contractual bonus and commission from the below reporting and just calculated pay based upon contractual pay (known as 'Ordinary Pay'), the mean gender pay gap would reduce to 18%.

April 2024 Submission - Citation Holdings Limited
Calculation Period: April 2022 - April 2023

		Male	Female
Pay quartiles %	Band A (Lower)	38%	62%
	Band B	59%	41%
	Band C	67%	33%
	Band D (Upper)	68%	32%

Mean hourly gender pay gap	21%
Median hourly gender pay gap	33%
Mean gender bonus gap	57%
Median gender bonus gap	43%

Percentage of colleagues paid bonus	38%	37%
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Mean Ordinary Pay Gap 18%

I confirm that the above information is accurate



Chris Morris
Group CEO

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

The Citation Group

For any further information please get in touch
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