

Gender Pay Gap Statement

Citation Holdings Limited - Reported and
published in April 2025

Based upon the snapshot date of April
2024 (covering April 2023 to April 2024)

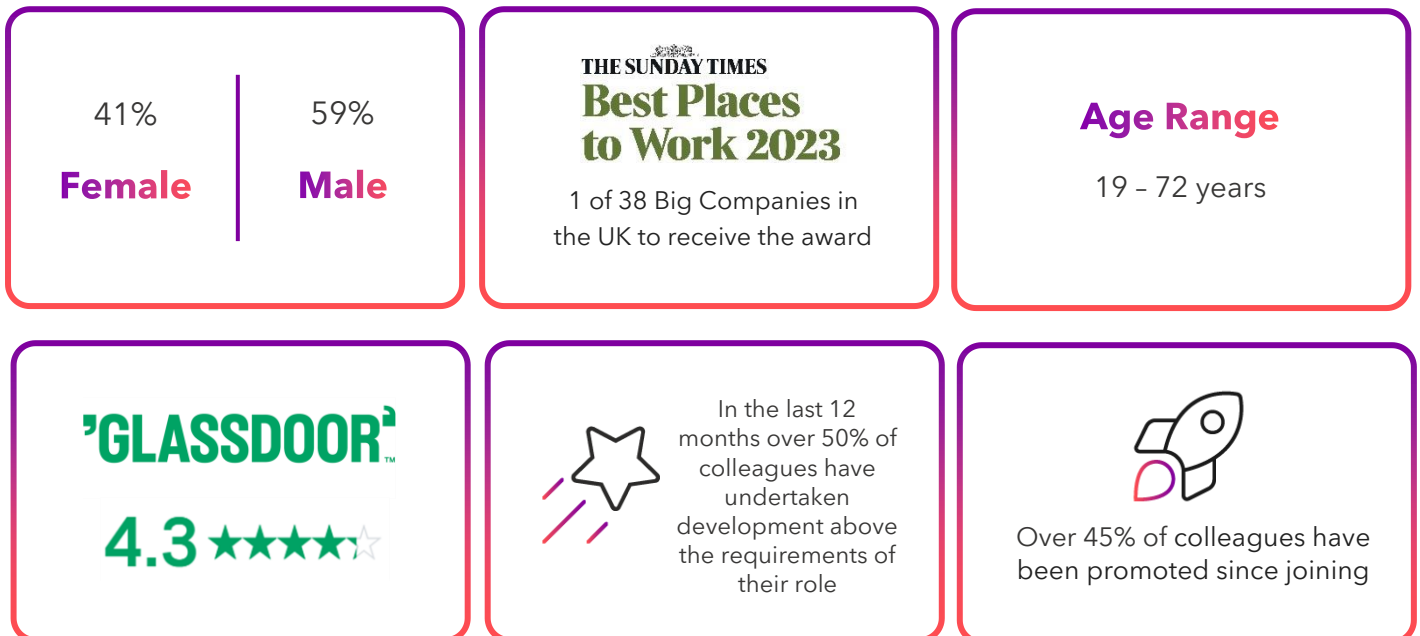
Reporting Statement

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:



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.

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

Given the reporting period of April 2023 to April 2024, the impact that our other initiatives have had are not yet reflected in this report.

Overview

- ✓ Mean Hourly Gender Pay Gap has reduced by 30% to 14%
- ✓ Median Hourly Gender Pay Gap has reduced by 27% to 24%
- ✓ Reduced our Mean Gender Bonus Gap by 23% to 44%
- ✓ Reduced the percentage of females in the lower pay quartile by 13%
- ✓ Mean Ordinary Pay Gap has reduced by 33% to 12%
- ✓ 41% female and 59% male

Gender Pay Gap Commentary

Since the last reporting, we are pleased to report that we have made significant progress in narrowing the gender pay gap in our business. Our mean hourly gender pay gap has reduced by 30% and we have reduced the percentage of females within our bottom pay quartiles (Bands A and B). Furthermore, our median hourly gender pay gap and mean gender bonus gap have also reduced.

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 recognise that globally females still take more caring responsibilities than males, and this is reflected in our workforce, with 82% of part-time workers being female. In order to attract and retain diverse talent, where possible, we will continue to offer flexible hours and locations to our colleagues.

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.

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 by 33% to 12%.

April 2025 Submission - Citation Holdings Limited

Calculation Period: April 2023 - April 2024

		Male	Female
Pay quartiles %	Band A (Lower)	46%	54%
	Band B	66%	34%
	Band C	67%	33%
	Band D (Upper)	68%	32%

Mean hourly gender pay gap	14%
Median hourly gender pay gap	24%
Mean gender bonus gap	44%
Median gender bonus gap	43%

Percentage of colleagues paid bonus	34%	33%
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Mean Ordinary Pay Gap 12%

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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