

Gender Pay Gap Statement

Citation Holdings Limited - Reported and
published in April 2026

Based upon the snapshot date of April
2025 (covering April 2024 to April 2025)

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.

Colleague Overview



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.

Progress since the last report

- ✓ Median Hourly Gender Pay Gap has reduced by 33% to 16%
- ✓ Reduced our Mean Gender Bonus Gap by 9% to 40%
- ✓ Increased the percentage of females in the upper pay quartile by 4%
- ✓ Increased the percentage of both males and females receiving bonus or commission

Gender Pay Gap Commentary

Since the last reporting, we are pleased to report that our median hourly gender pay gap has reduced by 33% and our mean gender bonus gap has reduced by 9%. In addition, we have increased the percentage of females within our top pay quartiles (Bands C and D).

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. It is important to note that our gender pay gap is not an equal pay issue. Men and women in equivalent roles are paid equally. The gap reflects the distribution of men and women across pay bands – in particular, the higher proportion of men in senior or more highly remunerated positions.

We continuously seek to develop and attract the best people, regardless of gender, age, ethnicity, beliefs, or background.

Within our Group, finance, technology and product functions are centralised into Citation Holdings Ltd. These professions have traditionally been male dominated, which impacts the gender pay gap reported for this entity. We are pleased to report that since our last reporting period, we have increased the proportion of female colleagues across our finance, technology and product roles.

In 2026, we also launched our Product Academy. While these entry-level roles initially sit in the lower pay quartile, they play an important part in developing female talent within our Product team and building a stronger pipeline for the future.

We recognise that, globally, females still take more caring responsibilities than males, and this is reflected in our workforce, with 78% of our 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 hourly gender pay gap would reduce to 16%.

April 2026 Submission - Citation Holdings Limited

Calculation Period: April 2024 - April 2025

| | | Male | Female |
|-----------------|----------------|-------------|---------------|
| Pay quartiles % | Band A (Lower) | 43% | 57% |
| | Band B | 60% | 40% |
| | Band C | 66% | 34% |
| | Band D (Upper) | 64% | 36% |

| | |
|------------------------------|-----|
| Mean hourly gender pay gap | 25% |
| Median hourly gender pay gap | 16% |
| Mean gender bonus gap | 40% |
| Median gender bonus gap | 68% |

| | | |
|-------------------------------------|-----|-----|
| Percentage of colleagues paid bonus | 41% | 39% |
|-------------------------------------|-----|-----|

Mean Ordinary Pay Gap 16%

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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