

# Gender Pay Gap Statement

Citation Ltd - Reported and published  
in April 2023

Based upon the snapshot date of April  
2022 (covering May 2021 to April  
2022)

# Reporting Statement

## About Citation Ltd

We proudly support and champion over 22,000 SMEs throughout the UK. Our services help clients navigate the increasingly complex world of Employment Law, HR, Fire Safety, and Health and Safety. On their side and by their side, we help our clients stay safe and compliant, whilst building better businesses and workplaces.

Our mission is 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.

## 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.

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

We welcome gender pay gap reporting and take our obligations seriously.

Given the reporting period of May 2021 to April 2022, the impact that our other initiatives have had are not yet reflected in this report.

### Progress since last year

- ✓ Maintained our gender diverse workforce – 48% female
- ✓ Mean Hourly Gender Pay Gap has reduced by more than one third
- ✓ Mean Ordinary Pay Gap has reduced to 12%
- ✓ Launched a Women in Leadership Programme to help accelerate the careers of high potential women
- ✓ Attracted more females to our sales roles
- ✓ Increased the proportion of females earning bonus

## Gender Pay Gap Commentary

- Our gender diversity is reflected in our senior leadership team, with 47% females.
- We are proud of the flexible hours and locations we offer to attract and retain talent. We recognise that globally women still take more caring responsibilities than men, and this is reflected in our workforce, with 92% of part-time workers being female.
- 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. We are confident that the initiatives we commenced since the last report will help us to close the gap further. When considering the table overleaf, it is important to understand the adverse impact of bonus and commission on our pay gap, as set out below:

### **'Hourly Pay' includes bonus and commission:**

- Almost one quarter of our colleagues work in a commercial (sales) role that have a lower basic salary (versus roles in other areas that do not have a bonus scheme in place) but higher potential overall earnings due to our bonus and commission schemes
- Our bonus and commission schemes are transparent - they are based upon nothing but objective, quantifiable and fair performance metrics
- We have traditionally struggled to attract more than a handful of women to our sales roles. Whilst men still make up the largest proportion, we are delighted to report that today (2023) 40% of this population are female. Though we will not start to see the reduction in the pay gap until next year at the earliest (April 2024 Report based upon the snapshot of April 2023)

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**April 2022 (April 2023 submission) Citation Ltd**

		<b>Male</b>	<b>Female</b>
<b>Pay quartiles %</b>	Band A (Lower)	35%	65%
	Band B	52%	48%
	Band C	49%	51%
	Band D (Upper)	65%	35%

Mean hourly gender pay gap	15%
Median hourly gender pay gap	13%
Mean gender bonus gap	66%
Median gender bonus gap	35%

<b>Percentage of colleagues paid bonus</b>	45%	38%
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*Mean Ordinary Pay Gap* 12%

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I confirm that the above information is accurate



**Matthew Stewart**  
**Managing Director**

## 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

