

# Gender Pay Gap Statement

Citation Ltd - Reported and published in  
April 2025

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



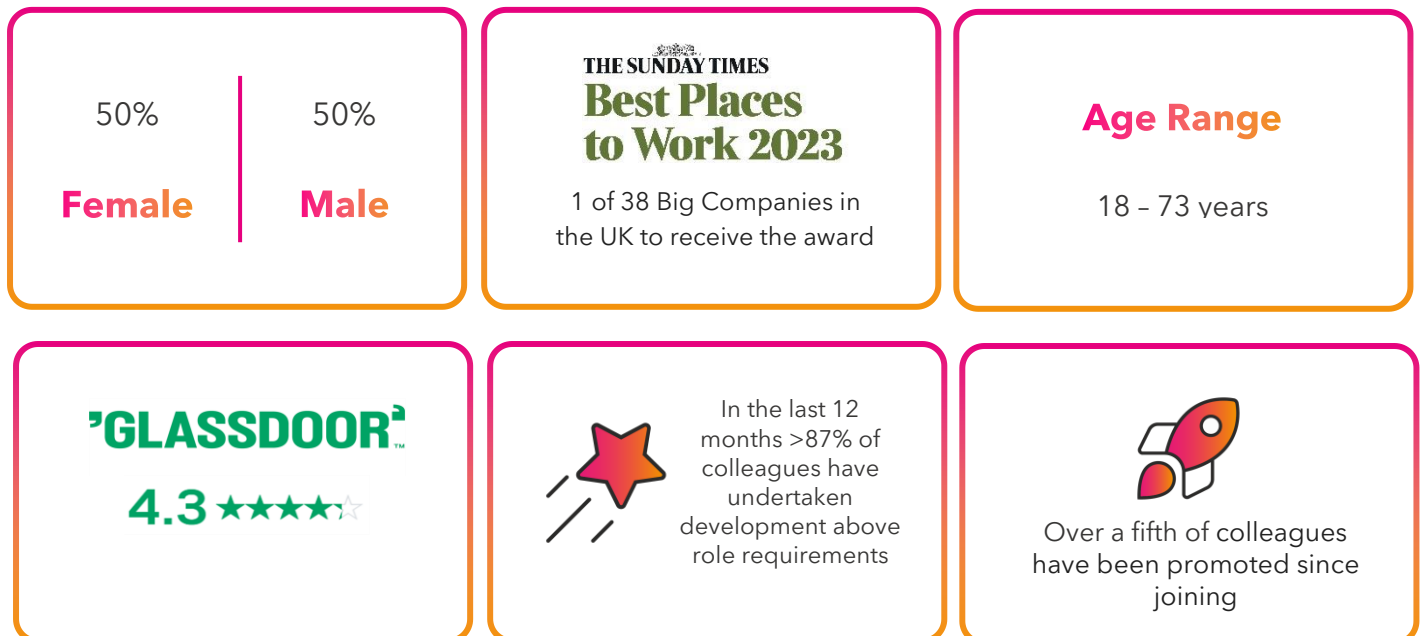
# Reporting Statement

## About Citation Ltd

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 our 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

- ✓ Increased our gender diversity to 50% female.
- ✓ Mean hourly gender pay gap has reduced by 21% to 20%.
- ✓ Median hourly gender pay gap has reduced by 22% to 18%.
- ✓ Mean gender bonus gap has reduced by 5% to 59%.
- ✓ Reduced the percentage of females in the lower pay quartile 10%.
- ✓ Increased the percentages of females in the higher pay quartile by 11%.
- ✓ We have proud to see a 5% increase of women in sales featuring amongst our high earners

## Gender Pay Gap Commentary

Since the last reporting, we are pleased to report that we have continued to make progress in narrowing the gender pay gap in our business. We are now 50% female and 50% male; our mean hourly gender pay gap has reduced by 21% and we have reduced the percentage of women within our bottom quartile (bands A) and increased the percentage of women within our upper quartile (band D). 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 Citation our gender diversity is reflected in our senior leadership team, with 40% being female.

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 81% of part-time workers being female.

Initiatives we had in place to help close the gender pay gap when we last reported have all continued and we are pleased with the success indicators we are seeing as a result.

When considering the table overleaf, it is important to understand the adverse impact of bonus and commission on our pay gap. Given almost one quarter of our colleagues work in sales roles with higher potential earnings due to bonus and commission schemes in place, and that hourly pay includes bonus and commission, if we were to remove bonus and commission from hourly pay **our ordinary pay gap is reduced to 13%.**

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 year on year we are attracting more women in our sales roles. Last time we reported, we saw that for the first time in our history we now have female colleagues featuring within our top quartile sales earners. We are proud to say we have increased this by 5% in this reporting period and are confident that such role models will help us attract and develop even more top female sales talent and this will be seen in our next reporting period.

---

**Calculation period: April 2023 to April 2024**

**April 2025 submission Citation Ltd**

		<b>Male</b>	<b>Female</b>
<b>Pay quartiles %</b>	Band A (Lower)	38%	62%
	Band B	43%	57%
	Band C	52%	48%
	Band D (Upper)	67%	33%

Mean hourly gender pay gap	20%
Median hourly gender pay gap	18%
Mean gender bonus gap	59%
Median gender bonus gap	31%

<b>Percentage of colleagues paid bonus</b>	54%	45%
--	-----	-----

<i>Mean Ordinary Pay Gap</i>	13%
------------------------------	-----

---

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

