

# Gender Pay Gap Statement

Citation Ltd - Reported and published in  
April 2026

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

# 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 2024 to April 2025, the impact that our other initiatives have had are not yet reflected in this report.

### Overview

- ✓ Ordinary (base) pay gap reduced from 13% to 10% – our best result to date.
- ✓ Mean hourly gender pay gap maintained at 20%.
- ✓ Mean gender bonus gap reduced by 8 percentage points, from 59% to 51%.
- ✓ Female median bonus now exceeds male median bonus – a positive milestone.
- ✓ Female representation in Band C (mid-to-upper pay) increased from 48% to 51%.
- ✓ More women than ever participating in bonus and commission schemes.
- ✓ Female representation in our upper quartile (Band D) broadly maintained at 32%.

## Gender Pay Gap Commentary

Since the last reporting, we are pleased to share continued progress in narrowing the gender pay gap across our business. Our ordinary pay gap which excludes bonus and commission **has reduced from 13% to 10%**, our strongest performance on this measure to date. Female representation in Band C (our mid-to-upper pay range) has grown from 48% to 51%, reflecting that more women are progressing into higher-earning roles. Our mean gender bonus gap has **reduced by eight percentage points, from 59% to 51%**, the largest single-year improvement we have recorded.

Whilst gender is 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 50% 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 the majority 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 on the next page it is important to understand the impact of bonus and commission on our pay gap. **Our ordinary pay gap**, which removes bonus and commission from the calculation, **stands at just 10%**. This better reflects the underlying fairness of our pay structures, given that almost a quarter of our colleagues work in sales roles where variable pay significantly increases total earnings.

Our bonus and commission schemes are transparent, they are based upon nothing but objective, quantifiable and fair performance metrics.

This year we are particularly proud of the progress made on our bonus gap. Our **mean gender bonus gap has reduced from 59% to 51%**, and for the first time, the **median bonus received by female colleagues has exceeded that received by male colleagues**. This milestone reflects both the growing participation of women in our commission-bearing roles and the more consistent distribution of bonus earnings across our female workforce.

We have traditionally worked hard to attract women to our sales roles, and that effort continues to see success. Whilst men still make up the largest proportion of our sales population, year on year we are attracting and developing more women into these roles and into our highest-earning quartile. We are confident that such role models will help us attract and develop even more top female sales talent, and we expect this to be reflected in future reporting periods.

**Calculation period: April 2024 to April 2025**

**April 2026 submission | Citation Ltd**

<b>Pay Quartiles %</b>		
<b>Band</b>	<b>Male</b>	<b>Female</b>
Band A (Lower)	<b>41%</b>	<b>59%</b>
Band B	<b>47%</b>	<b>53%</b>
Band C	<b>49%</b>	<b>51%</b>
Band D (Upper)	<b>68%</b>	<b>32%</b>
<b>Hourly Pay Gap (including bonus &amp; commission)</b>		
		<b>2024-25</b>
Mean hourly gender pay gap		<b>20%</b>
Median hourly gender pay gap		<b>20%</b>
Mean ordinary pay gap (excl. bonus)		<b>10%</b>
<b>Bonus &amp; Commission Gap</b>		
		<b>2024-25</b>
Mean gender bonus gap		<b>51%</b>
Median gender bonus gap		<b>-28%</b>
<b>Percentage of Colleagues Receiving Bonus &amp; Commission</b>		
	<b>Male</b>	<b>Female</b>
Colleagues paid bonus & commission	<b>72%</b>	<b>53%</b>

**Note:** The median bonus gap of -28% reflects that female colleagues' median bonus now exceeds that of male colleagues. This is driven by a wider spread of male variable pay at higher earnings levels and is not a representation of unequal pay.

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

