

# PAY GAP REPORT

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## I. INTRODUCTION

### **DIVERSITY: OUR SUPERPOWER**

We are an ambitious team at Commercial and it is in our nature to push boundaries.

It is why, as business transformation specialists, we are set to reach £100million revenue in 2024. And it is why we are firmly on course to achieve carbon net zero by 2028.

It is in this spirit that we launch our first ever Pay Gap Report.

Although written to adhere to the regulations set by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, this report goes well beyond the confines of that legislation.

Why? Because when it comes to championing diversity and promoting inclusivity, we are totally committed to going the extra mile.

I truly believe that diversity, in thought, perspective and personality, is a superpower.

It's why we continue to nurture talent and create an inclusive and supportive environment.

One where every voice is heard and where anyone and everyone can thrive. This even means, at times, challenging historical under-representation of gender in specific sectors such as women in IT.

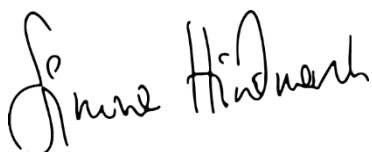
Commercial by Nature is, by definition, inclusive. It is a way of thinking, feeling and doing.

It binds us as an organisation and sets our course of action.

This report shows the work we have done to date, it has enabled us to agree base levels and, crucially, helped us to set new and ambitious targets.

As a wise woman once said: "when you know better, you do better."

Here's to always striving to do better.



Simone Hindmarch, Co-Founder and Managing Director.

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## II. HEADLINE FIGURES:

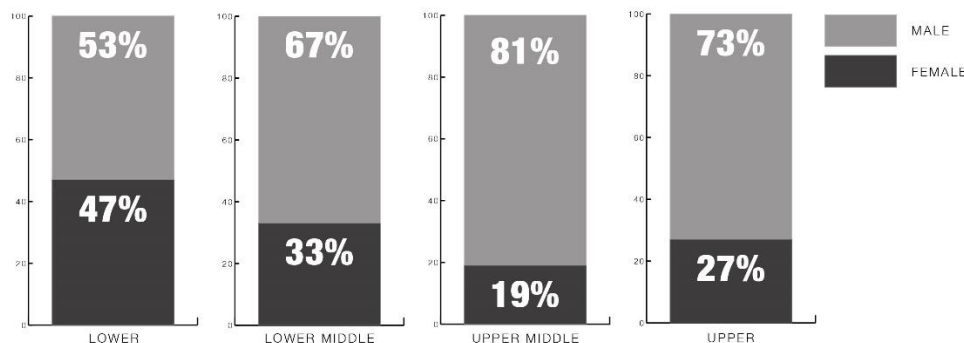
At Commercial, we value the contributions of a diverse workforce and recognise that everyone is different, with something unique to offer.

Our aim is to continually enhance our workforce to be a true representation of all sections of society and so that each employee feels respected, is treated fairly and able to reach their full potential.

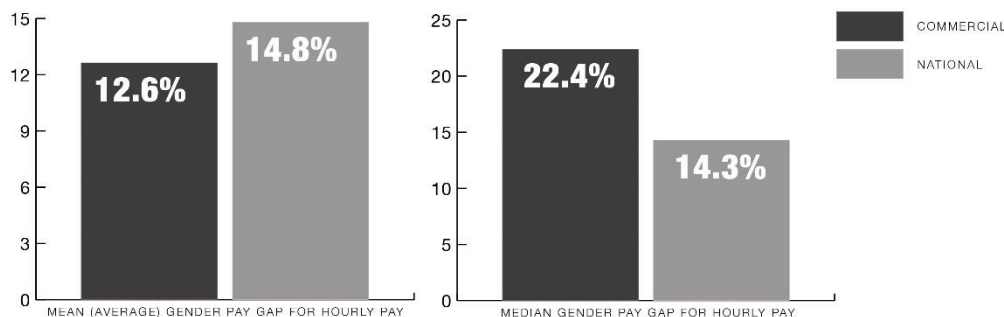
By respecting and making the most of everyone's talents, we maximise our efficiency, creativity, and customer interactions.

Our 2022-23 Pay Gap Report include the following subsidiaries: Commercial Ltd and Commercial IT Services Ltd. Our analysis and numbers help reveal where we are today, as well as providing us with information for what more we can be doing.

### Gender split by quartile at Commercial



### Hourly pay gap, compared to national figures \*

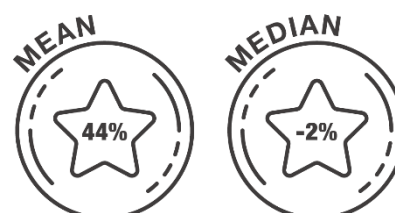


National figures taken from the Office of National Statistics report: *Gender Pay Gap in the UK*, released November 2023

### Bonus Pay: % of women and men earning a bonus



### Difference in Bonus pay



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## III. FAIR PAY

We are committed to equal, fair and unbiased pay for all. Salary bandings are in place where applicable and all salaries are benchmarked on an annual basis to ensure they are in line with the market rate for the work that is performed, skills and knowledge required and responsibility. This is based on a wide range of criteria including inflation, location, industry and necessary education. We have a wide range of benefits from life insurance to 24/7 access to a remote GP, which all of our teams have access to.

No bonuses are paid on overall company performance, but certain roles have an agreed bonus structure based on performance and through meeting individual KPI's and objectives. All KPIs are approved by line managers and the People and Culture department and, most importantly, we ensure that they are fair and achievable.

Our pay principles are applied consistently in relation to starting pay, pay increases, bonuses, performance payments and non-cash benefits.

### Additional Figures

Commercial has always been committed to diversity and inclusion, to ensuring everyone feels supported in fulfilling their potential and their health and wellbeing is being prioritised. That is why we measure our Social Value to help us identify areas for improvement and to develop strategies for making a positive impact among our colleagues, communities, clients, and partners. It's central to our Environmental, Social and Governance (ESG) strategy.

The table below provides a breakdown of a number of additional KPIs to showcase our commitment to equality and equity and transparency on a number of different figures:

<b>Initiative</b>	<b>Breakdown</b>	<b>21-22</b>	<b>22-23</b>
Women in Tech Working Group	Breakdown of team	<b>Male 5 Female 9</b>	<b>Male 7 Female 15</b>
Career Progression	Promotions – Male / Female	<b>Male 15 Female 8</b>	<b>Male 18 Female 9</b>
Apprenticeships	Number of IT apprenticeships	<b>Male 4 Female 0</b>	<b>Male 6 Female 2</b>
Retention Rate.	Number of Leavers	<b>Male 47 Female 15</b>	<b>Male 42 Female 26</b>

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## **III. OUR CULTURE AND ACTION PLAN:**

Commercial is committed to promoting and celebrating equality, diversity, and inclusion, not because we have to, but because we want to.

Our business success reflects the quality, talent, and skills of our people. At Commercial, everyone matters. It's in our nature. We are Commercial by Nature.

#CommercialbyNature ensures we are supporting our employee to be the best they can be while simultaneously having employees be part of our transformative positive change. We are proud of all the initiatives our employees and management teams have implemented over the years. Here we have highlighted our actions to create collective change, together:

### **Recruitment:**

Commercial recognises that recruiting talented people who share our values – Progressive, Personable, Confident and Accountable – is vital to the success of our company. That is why we made a number of changes to ensure equal opportunities to all applicants.

First, we work closely with hiring managers to ensure our job adverts are gender neutral and use descriptive language giving equal weighting to male, female and non-binary candidates. The adverts clearly specify the responsibilities and the qualifications/skills required to perform the role.

Second, we ensure salary is transparent and clear on all job adverts. We do this because we want to make sure salary is based on ability to do the job and no other factor. We are a Disability Confident Employer Level 2 accredited, meaning our recruitment process is inclusive and accessible, and we ensure that disabled people and those with long term health conditions have the opportunities to fulfil their potential and realise their aspirations.

### **Menopause and Menopause Champions:**

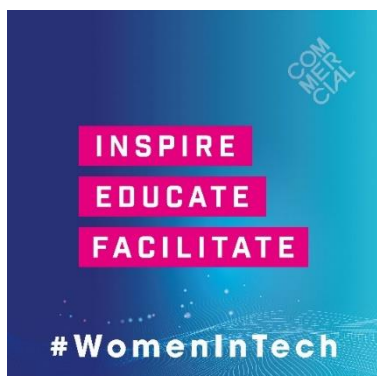
In the UK, around 900,000 women have quit their jobs due to menopause. We don't want anyone at Commercial to be part of this statistic. In 2022, we signed the Menopause Workplace Pledge. This means that we commit to:

- Recognising that the menopause can be an issue in the workplace and women need support
- Talking openly, positively and respectfully about the menopause
- Actively supporting and informing our employees affected by the menopause

Our Menopause Champions programme has dedicated people around the business, fully-equipped with the knowledge and often real-life experience of the menopause, to provide additional support. Our resolute commitment to normalising conversations around menopause and providing a comprehensive support system reinforces our dedication to building a workplace that stands as a shining exemplar of compassion, inclusivity, and genuine care for every team member's well-being and success.

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## Women in Tech:



In 2021, we launched our Women in Tech programme which involves taking positive steps to encourage more women into science, technology, engineering, and maths (STEM) careers.

As well as a programme of interactive workshops and career events with schools and colleges, we're supporting women to enter, transfer and progress within tech roles. Our Women in Tech working group meet every quarter to talk about how we can progress forward women representation within our business.

These initiatives include:

- *Careers Events* – We work with schools and colleges to organise events that will inspire young women to think about careers in technology.
- *Careers Fairs* – We attend careers events at schools and colleges to talk to all students about careers in technology and careers with Commercial.
- *CV, Interview and career coaching* – We provide practical help and support for young women who wish to apply for technology roles or who want to develop their career.
- *STEM Programme (delivered at Commercial Foundation)* – We deliver tech presentations to volunteers on the #NoLimits programme to inspire them to consider a career in technology.
- *Work Experience* – We work with local schools and colleges to provide work experience placements either in Cheltenham or within Managed Service environments across the UK.
- *Enhanced maternity pay* – We offer enhanced maternity pay to encourage women to take more time off work to bond with their child and be with their family.
- *Flexible working* – The government says that an employee must work for 26 weeks before having the right to request flexible working. In 2021, we made the right to request flexible working a day one right so that any of our employees are able to request this from their first day of employment.

## Gender Neutral Toilets:

Transgender and non-binary individuals can feel stressed and anxious when utilising gendered toilets. Therefore, Commercial has installed two gender neutral toilets to ensure both employees and visitors have somewhere safe and secure to enter when going to the bathroom. We provide *hey girls...* period products in all our cubicles to ensure no one is caught out in the working day and lacks access to period products due to financial constraints. We understand that period poverty is a real issue that many face into today's cost-of-living crisis. Everyone should be able to work comfortably each and every day.

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## **Friday Management Calls:**

Connectivity and training are a key priority for Commercial. Every week our management team comes together to talk about business priorities and larger business strategies, including EDI initiatives and training.

## **121s and Personal Development Reviews:**

When it comes to our employees, our vision is simple – we want to have the most motivated, skilled, and high-performing teams within our sector, and continual employee training plays a key part in this. We are extremely proud to say that over the past five years, when surveyed, 97% of our team say they are proud to work for Commercial.

We are committed to the training and development of our workforce, and we ensure that all employees are able to access training to enable them to develop to their full potential. All of our employees have regular one-to-ones with their line manager, where any training and development needs will be identified and discussed. Additionally, all employees have an annual Progress and Development Review (PDR) which is an opportunity for them to discuss openly all aspects of their current role, their future career aspirations and any areas of personal development. Our PDRs and 1-2-1s processes are audited as part of ISO 14001, ISO 9001, and 27001.

In 2023, we launched 'Your Voice Matters' a short survey that will be sent on a monthly basis to a random selection of our team members, with a purpose of capturing more regular and authentic feedback on they are feeling at work, at a variety of points throughout the year. This enables us to continue to provide the support, resources and benefits our teams need to feel engaged and fulfilled in their roles.

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## **Equality, Diversity & Inclusion Training:**

Our People & Culture Department also run regular training sessions on a variety of EDI topics, for example menopause, and LGBTQ+. All new starters receive Equality, Diversity, and Inclusion training as part of their Company Induction and all managers receive an in-house training course on Equality, Diversity & Inclusion too. The training covers a variety of topics including the Equality Act 2010, types of discrimination, protected characteristics, eliminating unconscious bias and providing adjustments and support. There is also a specific part of the training which focuses on promoting equality during the recruitment process.

## **Equality, Diversity & Inclusion Policy:**

Commercial has a zero-tolerance policy with regards to matters of harassment, discrimination, modern slavery, bribery, inequalities, and any other act that may make an individual feel uncomfortable or at risk of danger. Our Equality Diversity & Inclusion (EDI) Policy ensures equal opportunities and treatment of any employee regardless of their: age, gender, race, colour, nationality, ethnic origin, sexual orientation, marital status, gender reassignment, religion or belief, disability, pregnancy, maternity, part time status or trade union membership.

Our full EDI Policy can be provided upon request.

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## **IV. VOICES OF COMMERCIAL:**

As important as the written words are on these pages, it is imperative that our employees also have the chance to be the voice of our business. That is why we want to showcase what our people have to say about working at Commercial and why we are committed to addressing environmental, social, and ethical topics head-on.

Scan the QR code below to view a video create to celebrate the diversity of the staff at Commercial.



***“Diversity isn’t solely about age, race, gender, or ethnicity, it’s also about skills and experience, upbringing, and background.***

***At Commercial we celebrate that.”***

A handwritten signature in black ink that reads 'Arthur Hindmarch'.

Arthur Hindmarch, Co-Founder and Chairman



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## **V. MEMBERSHIPS AND AWARDS:**

### **Memberships:**

Transparency and honesty are what guides our thinking when communicating our Equality Diversity and Inclusion work and successes, both internally and externally. For us, it's never about hiding behind a false narrative. We are open and honest about subjecting ourselves to the highest possible standards and rigour. Our external verifications include...

- EcoVadis
- United Nations Global Compact Signatory
- Living Wage Employer
- Disability Confident Level 2
- Menopause Pledge

### **Awards:**

It never grows old, and it never tires, when we win an award for the work we have accomplished over the years. We are proud of the work we have achieved over the years and cannot help but feel invigorated to do more! Our awards include...

- 2022 Inclusivity and Diversity Awards
- 2023 Finalists for C2S Business Awards for the Culture & Diversity

## **VI. THE NEXT CHAPTER:**

While our first Gender Pay Gap report marks a significant step in our journey, it doesn't afford us the chance to sit back and think about a job well done. In fact, it doubles our determination to show equality of all kinds is a huge benefit to our people and our organisation.

Plans are in place to report on ethnicity, age and LGBTQIA+ comparisons in future years. As Simone said in her intro, diversity is a superpower. We are determined to keep pushing to be the most welcoming and inclusive company we can be.

As this is our first report, it marks a standard being set – and a guide to what more can be achieved to close the gap. It will form the basis for comparison for future years, so we can, not only measure the work we are doing, but inform ourselves about our future direction.

There is always work left to do...