

REPORT

Dotdigital Gender Pay Report 2021

Message from David Aldrich, CHRO

At Dotdigital we are continuously aware that our success is driven by our people. We strongly believe that our strengths lie in the diversity of thought and that innovation is achieved as a product of our differences. Our employees can only bring their best when they can be their true selves whilst at work.

With the first publication of our gender pay gap report comes an opportunity to play our part in readdressing the underrepresentation of women in certain areas of our business. Within the technology industry, this is a particular challenge, however, there is also momentum and desire for change within the industry that is hugely powerful and encouraging.

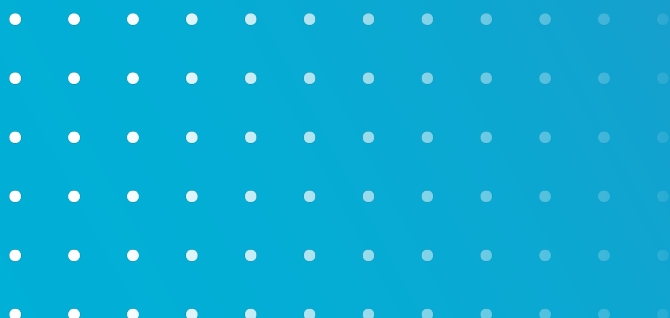
We are committed to playing our part by taking action to bring about change. We're already in a good position as a growing business with a focus on innovation. As 32% of our employees are female, we're also attracting and retaining more women at Dotdigital than the average tech firm in the UK, where 26% of employees are female*. At Dotdigital we look forward to being a part of the future.

**According to government-funded growth network Tech Nation, 26% of those in the UK tech workforce are women: <https://technation.io/diversity-and-inclusion-in-uk-tech/#key-statistics>*



David Aldrich

Chief Human Resources Officer



Equal pay at Dotdigital

A gender pay gap measures the differences between the average pay of all male and all female employees, irrespective of their job role or seniority.

We're confident that we pay fairly across the business regardless of gender. We have rigorous people processes and complete an annual audit to confirm that pay is equitable across the business.

Dotdigital recognises the benefits of a diverse workforce and we are committed to providing a working environment that is free from discrimination. We seek to promote the principles of equality and diversity in all our dealings. Specifically, we aim to ensure that no employee or job applicant is subject to unlawful discrimination, either directly or indirectly, on any grounds including gender. This commitment applies to all aspects of employment.



Dotdigital gender pay report, 5 April 2021



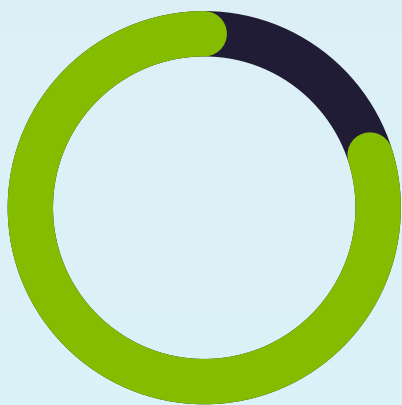
Median hourly pay gap

At Dotdigital, women earn 73p for every £1 that men earn when comparing median hourly pay. Their median hourly pay is 27% lower than men's.



Mean hourly pay gap

When comparing mean (average) hourly pay, women's mean hourly pay is 31% lower than men's.



Median bonus pay gap

Women earn 81p for every £1 that men earn when comparing median bonus pay. Their median bonus pay is 19% lower than men's.



Mean bonus pay gap

When comparing mean (average) bonus pay, women's mean bonus pay is 61% lower than men's.

Bonus pay received

91% of women & 88% of men.

Definitions

See page 9

The percentage of women in each pay quarter

Women occupy 13% of the highest paid jobs and 53% of the lowest paid jobs.

Upper hourly pay quarter (highest paid)

13% of the upper hourly pay quarter (highest paid) are women



87% of the upper hourly pay quarter (highest paid) are men



Upper middle hourly pay quarter

26% of the upper middle hourly pay quarter are women



74% of the upper middle hourly pay quarter are men

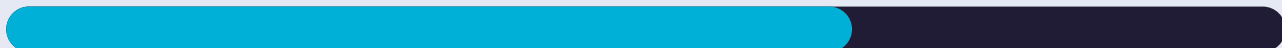


Lower middle hourly pay quarter

34% of the lower middle hourly pay quarter are women



66% of the lower middle hourly pay quarter are men



Lower hourly pay quarter (lowest paid)

53% of the lower hourly pay quarter (lowest paid) are women



47% of the lower hourly pay quarter (lowest paid) are men



Why do we have a gender pay gap?

Our gender pay gap is a result of gender imbalance in certain areas of the business. There is clearly work to be done to address this balance and we're committed to an action-led approach to improve the results.

At Dotdigital, 32% of our employees are women, however, in certain areas of the business, this percentage is less. Roles that typically might offer a higher rate of pay are currently fulfilled by a smaller percentage of women, for example our senior leadership roles where the split is 22% female, and our technical teams with a split of 20% female.



Actions

What we've done

In 2021 we launched our Dotvoice employee recognition groups, representing four key areas of focus; DEI (diversity, equality & inclusion), wellbeing, community, and the environment. Dotvoice aims to empower employees to make a difference by encouraging them to come together to discuss their experiences and passions and enlighten each other to make changes and start new initiatives.

During the COVID-19 pandemic, all our employees worked from home for an extended period and during 2021 we cemented our commitment to flexible working with our Work Anywhere policy. This provides a structure of flexible working plans to support managers and employees to balance the needs of employees and the business and ensure greater flexibility in hybrid working for all of our employees.

We updated and improved our performance review structure, allowing for a detailed self-review to be included in the formal process. We also relaunched our annual employee engagement survey.

At the start of 2021 we provided access for all employees to the online learning platform, Udemy. This ensures that everyone has equal access to professional and personal development resources and provides unlimited access. Included in this are learning opportunities for diversity and inclusion. Within departments, this has then formed the foundations of different learning paths and progression development.

What we're going to do next

In 2022 we will appoint a Diversity Lead who will be responsible for developing and driving our diversity strategy, working closely with key stakeholders across the business. Some key areas of focus have already been identified:

- Continuing diversity and inclusion education to provide information and support to all employees.
- Focus on recruitment processes and training to ensure that we're doing everything to attract a diverse selection of applicants and ensure we're continuing to select the best employees for our business based on their skills, experience, and potential.
- Providing ongoing support to existing employees through development and internal promotion.

Who are we?

Dotdigital is a customer engagement platform that helps digital marketers and developers deliver communications across the customer journey. We harness the power of customer data, powering engagement, conversion, and loyalty for brands as they grow and scale. Customers love our easy-to-use platform that connects first-party data across the systems, surfacing powerful insights and automating predictive cross-channel messages.

Dotdigital's 350+ employees serve mid-market and enterprise companies around the world and across industries. We aspire to inspire responsible marketing and are committed to sustainability, privacy & security.

Dotdigital is proud to be the world's first carbon-neutral, ISO14001, ISO 27701 & ISO27001 certified marketing automation platform.



Definitions

The median gender pay gap figure

This is the difference between the hourly pay of the median man and the hourly pay of the median woman. The median for each is the man or woman who is in the middle of a list of hourly pay ordered from highest to lowest paid.

A median involves listing all of the numbers in numerical order. If there is an odd number of results, the median is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

Medians are useful to indicate what the 'typical' situation is. They are not distorted by very high or low hourly pay (or bonuses). However, this means that not all gender pay gap issues will be picked up. They could also fail to pick up as effectively where the gender pay gap issues are most pronounced in the lowest paid or highest paid employees.

The mean (average) gender pay gap figure

The mean gender pay gap figure uses hourly pay of all employees to calculate the difference between the mean hourly pay of men, and the mean hourly pay of women.

A mean involves adding up all of the numbers and dividing the result by how many numbers were in the list.

Mean averages are useful because they place the same value on every number they use, giving a good overall indication of the gender pay gap. But very high or low hourly pay can 'dominate' and distort the figure.

Source: Gov.uk: Gender pay gap service: <https://gender-pay-gap.service.gov.uk/>

