

Gender pay gap report

April 2024

Introduction

Addressing the gender pay gap is a critical element of my role as Global People Director and DEI Lead at Dotdigital. For me, it is a privilege to take on such an important task that reflects not just on gender equality, overall health and productivity of the Dotdigital team, but also contributes to supporting the improvements of industry standards overall.

I am proud of the progress that has been made over the last 12 months, building on the foundations of the work delivered in previous years, resulting in the introduction of more proactive strategies, and being truly dedicated to fostering a culture of inclusion, equity and belonging in our workplace and beyond.

This year, we achieved our highest percentage of female representation at management level as a result of internal promotions and new external hires. This is a strong reflection of our leadership team's commitment to encouraging and supporting initiatives that eliminate gender imbalances. The passion of our Senior Leadership, our DotDEI employee group, our People Team and all Dotdigital employees has been instrumental to this journey and the key to our success.

While we are happy to celebrate the steps we're taking towards a more equitable workplace, we are also driven to launch even more initiatives for parity in support of our continued commitment to DEI, as we remain aware there is still work to be done.

Our DEI plan includes continuous improvement of our inclusive hiring strategy, building our employer brand to attract a diverse range of candidates, alongside support and opportunity for employees through development and progression. We remain focused on promoting inclusivity through awareness, education and training.

Dotdigital is an employer that believes in fair treatment, recognition and compensation for every individual - regardless of gender, race, or ethnicity. I encourage you to read the report and join us on our mission.



Nicky Penkov

Global People Director

Who are we?

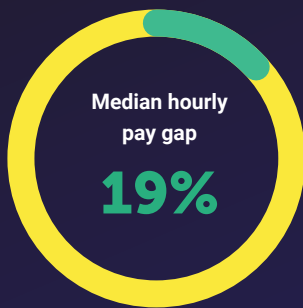
Dotdigital is a thriving global community of passionate, dedicated professionals, committed to the collective success of the organization and its clients. Our core principles of innovation, teamwork, and client-focused solutions drive us to approach challenges with a growth mindset and take ownership of our work. Our culture encourages knowledge sharing, exploration, and creativity.

Our product is an all-in-one customer experience and data platform (CXDP) that empowers marketing teams to exceed customer expectations with highly personalized cross-channel journeys. With Dotdigital, marketers can seamlessly unify, enrich, and segment customer data. Dotdigital streamlines decision-making and paves the way for marketing creativity that delivers customer engagement at scale. With powerful AI capabilities, Dotdigital makes it easy to automate deeply personalized experiences across all marketing communication channels. Dotdigital is proud to be the world's first carbon-neutral, ISO14001, ISO 27701 & ISO27001 certified marketing automation platform.



Dotdigital gender pay gap

Snapshot date 5 April 2024



Women receiving Bonus

75%

Men receiving Bonus

83%



The percentage of women in each pay quarter

Women occupy 22% of the highest paid jobs and 47% of the lowest paid jobs

(Was 18% of highest paid and 45% of lowest paid jobs in 2023)

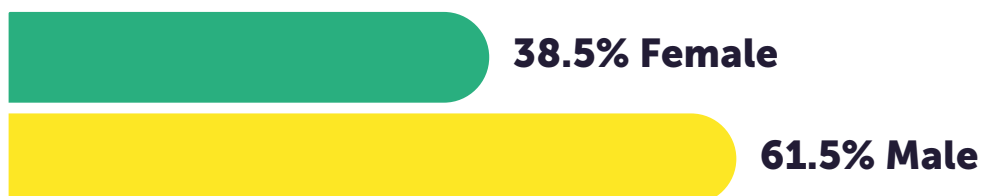
Upper hourly pay quarter (highest paid)



Upper middle hourly pay quarter



Lower middle hourly pay quarter



Lower hourly pay quarter (lowest paid)



Our UK pay data

(Our Gender Pay Gap data is calculated and reported according to the UK Government requirements. For more information see: <https://www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers/overview>)

Why do we have a gender pay gap?

At Dotdigital we are seeing momentum build to address our gender pay gap, but there is still much work to be done. We see our gender imbalance continuing to improve and many of our initiatives seek to further develop our employee value proposition to encourage women to join and progress at Dotdigital.

During this reporting year we acquired Fresh Relevance and were delighted to welcome these employees into Dotdigital. Our businesses were a great match across people, product and culture and, at the time of writing, the businesses are now fully integrated. Because our businesses were so aligned, we didn't see a significant positive or negative impact to our gender pay gap as a result.

The core areas for us to address to improve our gender pay gap are at senior leadership level, within our technical teams and within our revenue generating team. There's focus and commitment across Dotdigital to continue with this work.



Equality initiatives we continuously support:

DotDEI employee group

Our passionate group of global employees continue to work together to deliver initiatives that create a diverse, inclusive and respectful workplace through education, awareness and conversation.

This targets the issues of most concern to our employee population and uses the power of employee voice to deliver change.

International Women's Day

2025 marked our 3rd International Women's Week (we believe the women of the Dotdigital community deserve more than a day) featuring a diverse range of empowering, development focused activities, including:

- A confidence webinar led by Consultant Counselling Psychologist, Dr. Ritz Birah
- A panel event with The Girls' Network and the Force Atlantic team
- A global workshop to build skills in confidence

The Girls' Network partnership

The Girls' Network are an organisation whose mission is to inspire and empower girls from the least advantaged communities by connecting them with a mentor and a network of professional role models who are women. We are proud to continue our partnership with and support of The Girls' Network for the third consecutive year. This continued collaboration is part of our commitment to enabling young women through the provision of mentorship and opportunities for success; we believe that "you can't be what you can't see".

Global Gender Representation

We monitor and publish our gender representation globally, as an indication of our dedication to transparency and equality. This proactive approach helps us take accountability for the current, unconscious pay bias within our organization and the broader tech industry, and holds us accountable for actively driving changes.



Equality initiatives delivered

Development and progression

We continue to build a growth focused environment that provides employees with equal opportunities for personal and professional development.

Facilitator-Led Workshops

A series of monthly global workshops delivered as group-based live learning sessions facilitated as a blend of in-house experts, internal trainers and external professional facilitators. These sessions are focused on both education and provide an opportunity for employees to connect with those outside of their team for peer-to-peer supportive learning.

Our 'Power Skills' workshops develop key skills for career, personal, and development growth and are available for all employees to attend. Our 'Leader Labs' focus on leadership and management development provide development and progression for our existing and future leaders.



Self-Led, On-demand Learning

We understand that employees have busy schedules that make it difficult to join scheduled sessions, so we have also launched 13 self-led learning pathways focused on professional skills development. These pathways range from deep dives to spotlights on specific topics, available on our internal learning system for employees to access on-demand. The internal learning platform also hosts nine new leadership and management pathways, accessible to all employees, including aspiring future leaders within the business.



Anti-Bullying and Harassment training

Anti-Bullying and Harassment training has been delivered to all employees globally as part of our complete commitment to better understand and prevent workplace bullying and harassment, as well as ensuring our employees understand and access the support available to everyone.



Menopause support

As part of our ongoing commitment to create an inclusive and supportive workplace, we hosted **Dr Angela Sharma**, a renowned Menopause GP, and expert for World Menopause Day, talking to all employees about the symptoms, solutions and impact of the menopause. The event raised awareness to empower women to better manage their wellbeing, whilst equipping managers, colleagues, partners, friends, and family to provide much-needed support.

Maternity returners

Our Maternity Returner Program, aimed at supporting mothers returning from maternity leave, is being rolled out across Dotdigital. The program is designed to make the transition back to work smoother and more supportive for women returning from maternity leave.

This initiative was informed by interviews with employees to better understand the challenges of this transition. As part of this initiative a safe space has been created for mothers to share experiences, ask questions, and support each other. The channel is open to all mothers who have recently returned from maternity leave, are about to go on leave, or have taken maternity leave at any point.



Culture and values

This year we launched our new company values, the Dotdigital C.O.D.E., representing Collaborate, Open, Diversity, and Enjoy. The C.O.D.E. was developed with our employees to embody our core beliefs and values, and we were delighted that the importance of Diversity was so strongly stated.

The full Diversity value statement is:

- Embrace the power of **diversity**

We value unique perspectives by

- Being inclusive, ensuring all voices matter
- Welcoming new ideas and approaches
- Fostering a true sense of belonging

We are continuously rolling out initiatives to embed these values into our everyday practices.



Initiatives Planned For 2025:

Our upcoming initiatives have been curated to make a direct impact on our gender pay gap. The introduction of new AI features from our job application tracking system, Teamtailor, delivers unbiased hiring decisions at every stage of the process. Employee Safe Space Groups will launch to provide supportive environments for open discussions and feedback. The Women in Commercial Roles Community and the Women's Leadership Program are in development to help women excel through networking and leadership development opportunities. Additionally, a brand new section of our company website is set to launch to publicly communicate our commitment to inclusion, equity and belonging.



Closing remarks from our CPO

The gender pay gap is often misunderstood as a reflection of inequities of pay, when in reality it is much more a reflection of an imbalance of gender representation in an organization. Across the industry and wider society, efforts to close this gap are still falling short and women remain underrepresented in higher-paying roles and leadership positions.

Dotdigital has an unwavering commitment to closing the gender pay gap. With each year of focus, our efforts are gaining momentum and we see many areas of positive change and while we remain optimistic about building an equitable future, more is needed.

To support our progress we remain focused on:

- Strengthening policies and practices to ensure fair representation
- Building and maintaining a truly inclusive workplace culture
- Promoting complete transparency in hiring and promotion processes

Together, we can create a workplace where every individual's contributions are valued, recognized, and fairly rewarded, regardless of gender.



David Aldrich
Chief People Officer

