Gender Pay Gap Report

Intrado Solutions Limited - UK
This report contains the statutory disclosure of the gender pay gap for Intrado Solutions Ltd as at 5th April 2020. All companies with 250 or more employees are required to publish their gender pay gap under legislation that came into force in April 2017. Employers have to make public the pay gap between men and women on both a median basis and a mean basis.

In addition, employers are required to disclose the gender distribution by pay quartile – effectively splitting the workforce into four groups based on their pay and then demonstrating the proportion of men and women in each quartile.

Pursuant to the requirements stated within section 78 of the Equality Act 2010, Intrado Solutions Ltd supports the publication of its Gender Pay Statistics for both pay and bonuses. The greater transparency about gender pay differences by all employers of 250 employees or more, will lead to actions to reduce the gender gaps in pay and bonus.

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Message from Karen Whalen, Chief Human Resources Officer

“Diversity of talent, perspectives and ideas is of paramount importance to Intrado. We aspire for our Gender Pay Reporting results to become a catalyst for change and a tangible opportunity to make a difference. To this end, we have invested heavily into recruiting a dedicated D&I resource who can embrace these opportunities and drive positive results.

We strongly believe our workforce should reflect the diversity of both our client base and the geographies across the world in which we operate.

We strive to allow each employee the opportunity to build a successful career without compromising personal goals, to recognise each employee as unique and to give them a voice. To do all of this, we pride ourselves in being open, diverse and inclusive, whilst maintaining operations that are above all else, fair.

During 2020, we expanded our Women of Intrado employee resource group, providing formal development and networking to hundreds of women, at various levels, across the enterprise. The Group continues to gather momentum, re-clarifying its mission to empower women across Intrado and creating strong connections, to foster professional and personal growth.”
What is the Gender Pay Gap?

The gender pay gap is the measure of difference between the hourly rate of pay of male and female employees across the organisation (as laid out in the regulations), expressed as a percentage of men’s earnings. Across the UK, men earned 17.3% more than women in April 2019, according to the Office for National Statistics (ONS), a downward trend from 18.4% in 2018.

Equal Pay

Gender pay gap is not the same as Equal pay. Equal pay means that men and women in the same employment performing ‘like work’ or ‘work of equal value’ must receive equal pay, as set out in the Equality Act 2010.

Median and Mean

The gender pay gap reporting regulations requires that both the mean and the median pay be reported. These measures are complementary and illustrate different aspects of the distribution of pay within an organisation.

The mean is an overall average of the whole organisation. The mean is sensitive to extreme numbers in the data range and is therefore best suited to symmetrical distributions. The mean is directly impacted by any extremely high or low salaries at the top or bottom of the sample group. In other words, a small number of individuals with very high or very low salaries can significantly skew the mean and produce an unrealistic picture.

The median is the midpoint of the sample. Therefore, in relation to gender pay, the median shows the middle-most salary of the organisation once all salaries are lined up from lowest to highest. The median is insensitive to extreme values. Therefore, where the difference between the highest and the lowest paid employees is great the median pay gives a truer picture.

Office of National Statistics (ONS) statistics

Gender pay gap – all employees

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>17.4%</td>
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<tr>
<td>2020</td>
<td>15.5%</td>
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</tbody>
</table>

Estimates for 2020 are subject to more uncertainty than usual as a result of the challenges we faced in collecting the data under government-imposed public health restrictions.
2020 Gender Pay at Intrado Solutions Ltd
Report date April 2021

This is the report for Intrado Solutions Ltd with the snapshot date of 5 April 2020:

<table>
<thead>
<tr>
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<th>Mean</th>
<th>Median</th>
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<tbody>
<tr>
<td>Pay</td>
<td>35.4%</td>
<td>43.4%</td>
</tr>
<tr>
<td>Bonus</td>
<td>47.1%</td>
<td>54.0%</td>
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**Gender Pay and Bonus at Intrado Solutions Ltd**

- When using the mean average, men at Intrado are paid 35.4% more than women; for every £1 a man earns at Intrado, a woman will earn 64p.
- When using the median, men at Intrado are paid 43.4% more than women; for every £1 a man earns at Intrado, a woman will earn 56p.
- 41.2% of men received a bonus, and 29.4% of women received a bonus; men at Intrado are more likely to receive a bonus than women.
- On average, men at Intrado are paid 47.1% more in bonus pay (by mean) more than women; for every £1 a man receives in bonus pay at Intrado, a woman receives 52p.
- On average, men at Intrado are paid 54.0% more in bonus pay (by median) more than women; for every £1 a man receives in bonus pay at Intrado, a woman receives 46p.

**Pay Quartiles by Gender - 2020**

The figures set out above have been calculated using the standard methodologies set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
What are the underlying causes of Intrado Solutions Ltd gender pay gap?

Intrado Solutions Ltd ensures equality in its recruitment practices across the organisation. The percentage split of male to female employees in our workforce is 58% / 42%

Under UK law, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

The Company is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their gender (or any other characteristic set out above).

As such, it:

- Disseminates annual online mandatory equality training;
- Carries out pay and benefits audits at regular intervals;
- Evaluates job roles and pay grades as necessary to ensure a fair structure.

Intrado Solutions Ltd is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work; rather its gender pay gap is the result of:

I. the roles in which men and women work within Intrado Solutions Ltd and the corresponding remuneration packages that these roles attract;

II. the higher number of female employees with the organization and as a direct consequence, the higher number of part time employees which, in comparison with full-time jobs have lower hourly median pay.

III. compensation and benefit composition across business functions; and

IV. the organisation’s geographic demography.

Compensation Composition

In accordance with the gender pay gap calculation guidelines, salary which is committed to salary sacrifice schemes has not been included in earnings figures. Intrado Solutions Ltd observes a 99% participation in the UK pension scheme through salary sacrifice and this has very little impact on the gender pay gap due to equal distribution across genders.

However, the Childcare Voucher Scheme, also through salary sacrifice, is utilised by more women (67%) than men (33%), and the average salary sacrifice made by women is 27% higher than the salary sacrifice made by male employees. This contributes to the gender pay gap noted for Intrado Solutions Ltd.
Team Composition

Across the UK economy as a whole, men are more likely than women to hold senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line service and support roles which are comparatively lower paid. In addition, men are more likely to be in technical and IT-related roles, which attract higher rates of pay than other roles at similar levels of seniority.

Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. In addition, unequal sharing of care responsibilities contributes to a higher proportion of women taking part-time work, which is generally lower paid. It was noted in the ACAS Report “Managing Gender Pay Reporting” published in February 2019 that the consequence of this UK wide pattern is that the gender pay gap widens, particularly for those employees over 40.

The pattern from the UK economy as a whole is reflected in the make-up of Intrado Solutions Ltd’s workforce. 73% of front-line customer service and support roles are held by women, while 64% of the comparatively higher paid Sales and Senior Management roles are held by men.

This can be seen above in the table depicting pay quartiles by gender.

This shows Intrado Solutions Ltd’s workforce divided into four equal-sized groups based on hourly pay rates, with the Lower Quartile including the lowest-paid 25% of employees, of which 81.9% are female and the Upper Quartile covering the highest-paid 25% of employees shows 69.4% are male.

The fact that there are more women in the lower paid quartile of Intrado Solutions Ltd is a major driver of the overall gender pay gap. In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each quartile.

To understand the impact that the placement of genders across the business functions has within Intrado Solutions Ltd, additional statistical analysis was conducted to observe the individual gender pay gaps within the following functions: Director & above; Senior Management; Finance, Sales, IT & Facilities; Operational Delivery; Human Resources and Legal.

This analysis by function highlighted that within our most highly populated functions of Operational Delivery and Finance, the mean gender pay gap is significantly lower than the Business averages at 21% and 31% respectively.

Geography

Intrado Solutions Ltd currently operates in 4 core locations in the UK which includes 2 offices in the South East, 1 office in the South West and 1 office in the East Midlands. These locations carry varying premiums on salary due to the differentials in local cost of living. The South East generally has salaries that are 10-15% higher than similar roles in the South West for this reason.

The South East offices cater for 76% of the business’ Sales roles; roles which attract a higher rate of pay due to their very nature and therefore the demographic of the business has a direct impact on Intrado Solutions Ltd’s gender pay gap.

Intrado Solutions Ltd’s gender bonus gap

The mean gender bonus gap and the median gender bonus gap for Intrado Solutions Ltd are at 47.1% and 54.0%.

However, when looked at in terms of cash amounts rather than percentage terms, the figures involved are £6685. average bonus for males and £3538 for females, reflecting that 71% of our Sales force population are Male.

The proportion of men at Intrado Solutions Ltd who received a bonus in the 12 months up to 5 April 2020 was 41%, while for women this was 29%.

The data used to produce the gender bonus gap is taken across the period May 2019 to April 2020. It includes payments to relevant employees such as bonuses, commission, incentives and financial service awards.

Within our Operational Delivery teams, incentives are typically weekly or monthly motivators which are paid to a high number of agents and are typically lower value. The top bonus earners are found within our senior management/Sales roles and although affecting a smaller number of employees, the potential to earn variable pay is significantly higher than in Operational Delivery. The fact that our Operational Delivery teams are more heavily populated by women and that we currently have more men than women in our senior management roles combines to skew our gender bonus gap.
What is Intrado Solutions Ltd doing to address its gender pay gap?

The gender pay gap is not a subject about which we are complacent. The Company is committed to taking appropriate actions to reduce the gap. However, we also recognise that our scope to act is limited in some areas - we have, for example, no direct control over the subjects that individuals choose to study or the career choices that they make.

Intrado Solutions Ltd is committed to promoting gender diversity in all areas of its workforce and the agreed and ongoing actions to improve our gender gap are:

- **Creating an evidence base:** to identify any barriers to gender equality and inform priorities for action.

- Intrado Solutions Ltd continues to monitor the following:
  - the proportion of men and women applying for jobs and subsequently being hired;
  - the proportion of men and women applying for and obtaining promotions;
  - the proportion of men and women leaving the organisation and their reasons for leaving;
  - the numbers of men and women in each role and pay band;
  - the take-up of flexible working arrangements by gender and level within the organisation;
  - the proportion of men and women who return to their original job after a period of maternity or other parental leave; and
  - the proportion of men and women still in post a year on from a return to work after a period of maternity or parental leave.

- **Reviewing the flexible working policy:** Intrado Solutions Ltd’s flexible working policy is available to employees in all areas and levels of the organisation, regardless of their role and level of seniority, and flexible working requests are not limited to part-time working. Flexible working in practice and the question of how work is reallocated is an important business consideration when reviewing flexible working requests so the organisation can continue respond quickly to customer and business needs. We perceive that this policy/process will be of paramount importance in the coming 12 months due to the perceived effects of the pandemic and remain committed to supporting our employees where business needs allow.

- **Supporting parents:** Intrado Solutions Ltd is working with managers to support employees prior to, during and on return from maternity and other parental leave. This is backed up with clear guidelines and training, as needed, for all line managers and senior managers. These initiatives have been supported by the creation of Employee Resource Groups (ERG’s) within the business who provide a focused approach in this area – current initiatives being introduced include supporting parents in their return to work and a structured/holistic process in the management of maternity.

- **Raise the profile:** Intrado Solutions Ltd will continue its work in raising the profile of gender pay equality issues with line management and supervisors.
Following the 2019 Gender Pay Report, Intrado Solutions Ltd committed to the following actions:

1. Review the impact of its current policy on bonus payments in the context of the gender bonus gap. As a result of this review the following outcomes were introduced:
   ○ The ability to earn bonus for some roles were removed – being included into annual salaries instead
   ○ Reduction in bonus earning ability across the business – reflecting the economic challenges currently being faced within the industry as a whole.

   These initiatives will continue to be a focus in the coming months as we believe there is still more improvements that can be made it this area.

2. Reviewing the training and guidance available to our managers and supervisors in respect of salary reviews led us to tasking Senior business managers to challenge any proposed merit increases in totality and particularly in relation to gender comparisons/inequality. With our continued focus upon all areas of diversity within the workplace, this initiative will continue to be a priority for the business as a whole.

3. Refreshing the organisation’s action plan to review and improve where possible the balance of genders within each pay quartile.

We acknowledge that these actions alone will not eradicate the gender pay gap and it may be several years before we see a significant change in the current profile. In the meantime, Intrado Solutions Ltd is committed to reporting on an annual basis about the actions we are taking to reduce the gender pay gap and the progress we are making.

Declaration

We confirm that Intrado Solutions Ltd’s gender pay gap calculations are accurate and meet the requirements of the Regulations. The calculations, data and assertions contained in this report have been fully assured by the Intrado Solutions Ltd Legal, Compensation and HR teams, who have confirmed that the methodology provided in The Equality Act 2010 (Gender Pay Gap Information Regulations 2017) has been applied correctly.

I, Amrik Mann, Vice President, Human Resources, confirm that the information in this statement is accurate.