

# 2021 GENDER GAP REPORTING

**EVERISCONSULTANCY LTD** 

<ul> <li>Understanding the gender gap regulations and how it is measured</li> <li>Statistics</li> </ul>	7
	10
	18
04 Diversity & Inclusion	22
05 Wellbeing	28
Our Continuous Commitment	33
O7 What are we doing to develop a gender equal workplace?	38
08 What's next	46

It is good
to understand
we are biased,
but we should
surround
ourselves with
diversity.



DAVID COSTA CEO

"We need to do everything we can to dispel the myths that IT and Technology roles are for men. Encouraging women into this industry can only be a good thing as it will prevent groupthink, reduce unconscious bias and bring more rounded thinking to our project teams. This work needs to start early, therefore everis supports activity to break these stereotypes with school children. We do not just talk the talk, we walk the walk by doing tangible activities to make a real difference. For example, talks, panel discussions, tech workshops, mentoring, coding training for females.

At everis we actively monitor the number of women at different grades and this data is very transparent so we know where we need to make the effort and ensure our hiring, culture and ways of working make everis an attractive place to work for women as well as men. We recognise bridging the gender gap is not only the right thing to do, but it is also a differentiator to our competitors and helps us deliver better services to our clients".

This work needs to start early, therefore everis supports activity to break these stereotypes with school children.



SHAUN HOWARTH
Director, Insurance Practice

everis is all about people and has a great culture of equality and respect.



DORINA MIHAI Junior Engineer

"At everis, as a woman and member of Digital Experience, I have never felt treated differently. I have always felt supported, empowered, encouraged to grow, develop my skills, and build and lead my own career. From my mentor to each one of my superiors and colleagues, I have felt constantly encouraged to find my purpose and do what I love. everis is all about people and has a great culture of equality and respect."

"As a female professional with over 10 years of experience in Financial Services, I'm excited to see that the Industry is working harder towards greater gender equality, this will not happen overnight. It requires a real mindset change but at least "the conversation" is taking place in different forums and at multiple levels. We are making people more aware of our unconscious bias when recruiting, promoting and giving career opportunities to our female colleagues and we are also seeing that having a female perspective (and any other diversity of thought) on business development and change management is good for business. It helps us drive higher customer and employee engagement as well as better returns. It brings in ideas that are more representative of the entire customer base. The fact that companies have now the duty to report on their gender gap has been a big step in increasing awareness about current representation and what needs to change, both where and how.

Addressing flexible working, paternity leave, and supporting women on their return to work after a career gap is a part and parcel of demonstrating a willingness to combat gender inequality by increasing the representation of women in key positions in industries such as IT, Consulting, Banking and Insurance, where currently they represent on average only 20% of the Executive Committees (and in some even less than that). Having an open conversation and coaching programmes about work-life balance should help destigmatize the old school concept of unsustainable long working hours. This is especially important now that we've been all working from home for a year already, following the Covid-19 pandemic, and the lack of "free movement" has taken its toll on our mental wellbeing.

There will always be more work to do to strike gender balance at work -and attending meetings where I'm the only woman is a good reminder of that- but I believe we are on the right track and we need to pull together to continue that journey and address any improvement opportunity.

That's why I'm so proud to work at everis where I feel well supported and genuinely respected by both my female and male colleagues. everis not only supports women but we also thrive in a culture of diversity and inclusion where we strive to bring out the very best in everyone".

The duty to report the gender gap has been a big step in increasing awareness about current representation and what needs to change, both where and how.



**MELISA ACEVEDO** Senior Manager, Insurance

"During 2020, our business, global economy and individual wellbeing have all been tested by the pandemic itself and the day to day challenges it brought. We were able to continue operational and productive mainly because our workforce adapted and embraced the new ways of working, were innovative and the company's continuous support to our workforce, in particular putting a big emphasis on Mental Health and wellbeing.

At everis, we promote a culture of equal opportunities and career progression regardless of one's ethnicity, background or male or female. We value one's uniqueness, contribution and talent. We have an overall understanding of the company's workforce dynamics, as such the higher the level of diversity the most successful and competitive we are as a company and close the gap of women in top roles within the Company.

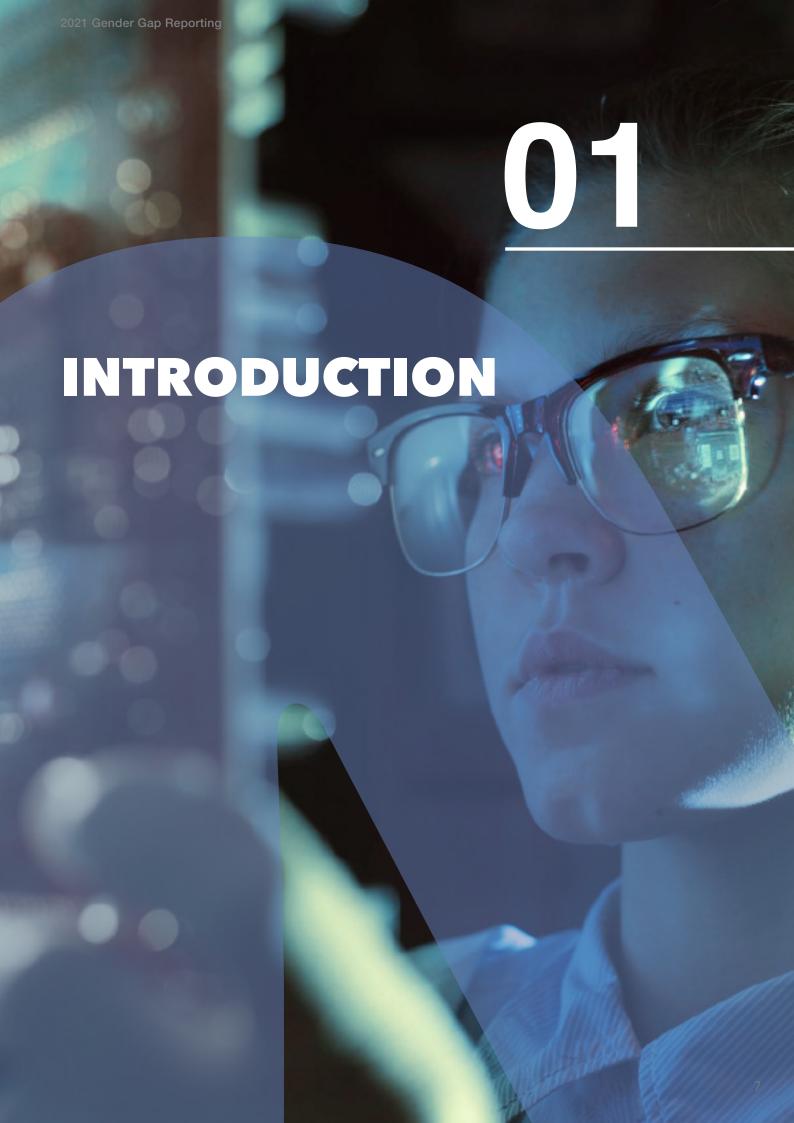
Beyond the pandemic, the new normal of working will change, companies will adopt a "hybrid model ", attract and retain talent in a competitive labour market will be a priority, the need to consider the potential risks attached to digital-centric ways of working, global political uncertainties and climate change will be on the agenda.

Moreover, keeping our workforce engaged and motivated, bringing teams together to focus on the future at the same time keeping the momentum going is crucial as lockdown eases."

At everis,
we promote a
culture of equal
opportunities and
career progression
regardless of
one's ethnicity,
background
or male or female.



DAVID COSTA CEO



# WOMEN THRIVE BUSINESSES THRIVE

Women thrive when leaders at all levels engage in D&I initiatives

Women thrive when men see gender diversity as a win-win situation

Women thrive when the emphasis is wider than attaining diverse talent at the top level

Women thrive when there is a work-life balance and flexibility leave is continuously managed

Women thrive when promotion and performance management processes are consistent and fair

2020 was a challenging year for people, families and businesses around the world, there was no exception for everis and our people. Nearly overnight, the pandemic made remote work the new norm, and it accelerated the digital transformation of our business.

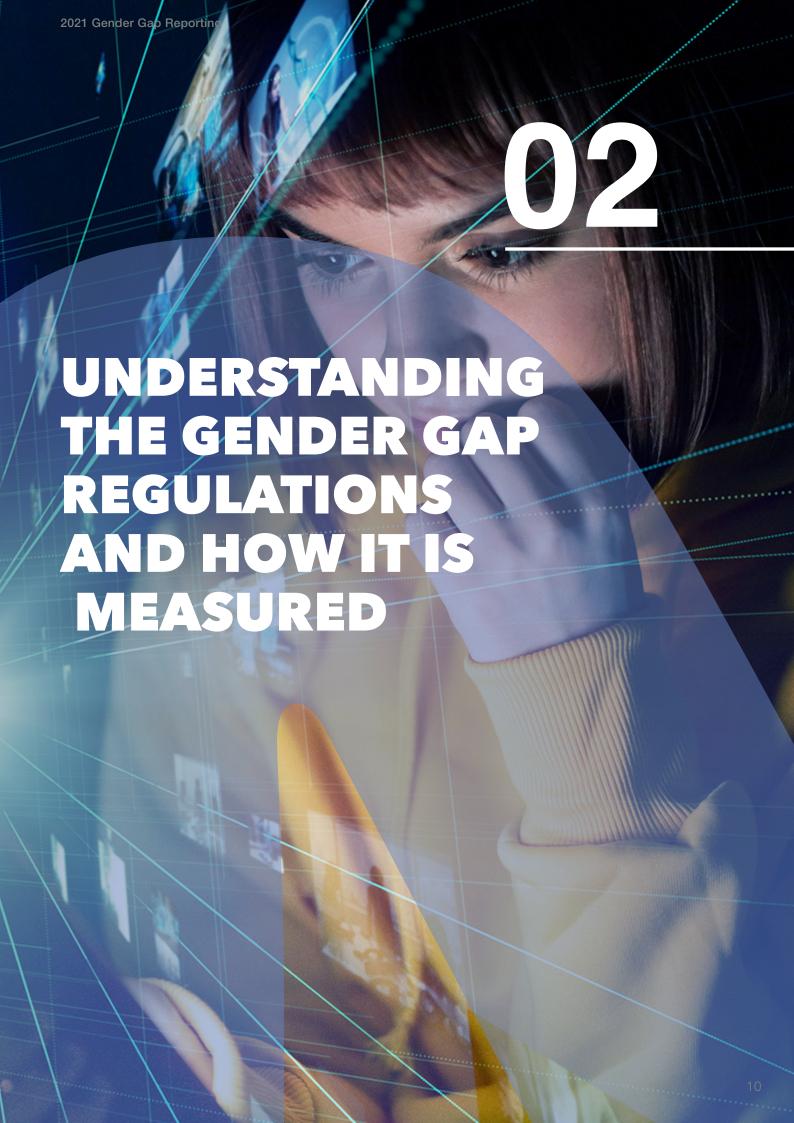
We prioritised our health and wellbeing, adapted to new ways of working, and home life coming together in ways that were not thought possible whilst focusing continuously to provide solutions to our clients.

We recognise that we still have some way to go to ensure equal representation in the workplace, which is why we need to focus on developing and supporting our female talent.

Furthermore, equal pay and the gender gap look at differences between women's and men's pay, they are two different matters and this needs to be remembered when reading this report. Equal pay is the right for men and women to be paid the same when doing the same or equivalent work, this is a legal requirement. Whereas, gender pay is a measure of the difference between men's and women's average earnings across an organisation.



We recognise work-life balance and flexibility as a talent-wide proposition



The government introduced GPG (Gender Pay Gap) transparency regulation to encourage organisations to take informed actions to close their GPG where one exists. everis has complied with these regulations, and have been publishing gender gap reporting for the last 3 years.

Reporting our GPG has resulted in a greater engagement overall, and we are committed to ensuring we continue working to close our GPG, though in our industry there is still a prominent maledominated, and smaller proportion of professional women is senior roles.



# 2.1 HOW IT IS MEASURED

# **Mean Gender Pay Gap**

The difference between the mean hourly rate of pay of male full-pay and that of women full-pay

# **Median Gender Pay Gap**

The difference between the median hourly rate of pay of male full-pay and that of female full-pay

# **Means Bonus Gap**

The difference between the mean bonus pay paid to males and that paid to females

# **Median Bonus Gap**

The difference between the median bonus pay paid to males and that paid to females

# **Bonus Proportions**

The proposition of males and females who were paid bonus pay during the relevant year

# **Quartile Pay Bands**

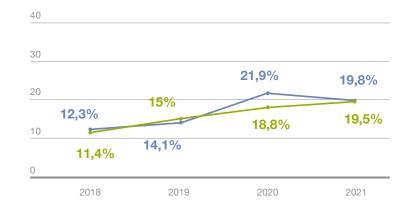
The proposition of male and female full-pay in lower, lower-middle, uppermiddle, and upper quartile pay bands

# 2.2 GENDER PAY GAP FIGURES & NARRATIVE

HOURLY RATE

Mean difference

Median difference



BONUS

Mean difference



Median difference



Men w/bonus

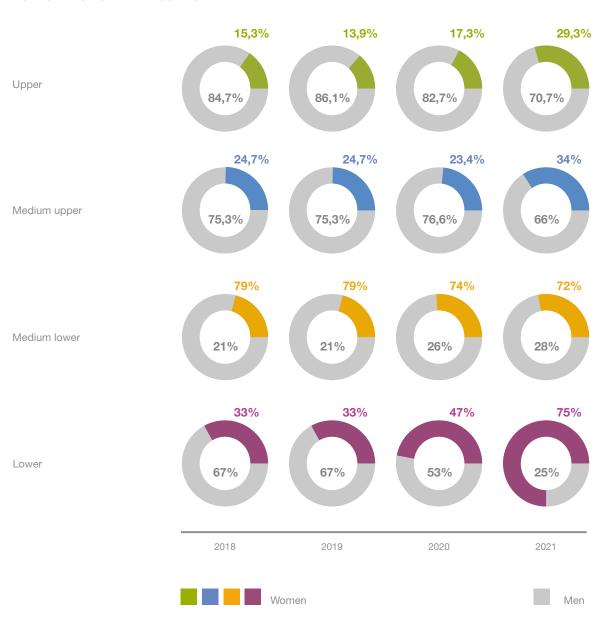


Women w/bonus



We understand the importance of creating a flexible work culture for all genders and generations while fostering a culture that values performance over the presence

### HC DISTRIBUTION PER INCOMES



Our purpose is to create an equal work environment and through all our initiatives we aim to fill the IT Gender Gap. One of our challenges and this has not altered in the past years is the lack of women available in the IT labour market.

Our figures over the last 3 years show that there is a gender pay gap difference, it does not automatically mean that there is equal pay within the organisation. The main reason for the gender gap in our organisation is a gender imbalance in the different levels of roles, and consultants' roles are male dominate due to the nature of our business. The upper to medium lower distribution is highly represented by man but it is more balanced amount the lower lever roles.



83% of female millennials stated that they actively seek out employers with a strong record on diversity, equality and inclusion (PWC "The Female Millennial - The New Era of Talent")

# WOMEN IN TECH

Despite years of progress towards workplace equality, women remain sadly underrepresented in the UK's technology workforce. According to WISE, just 23% of the people working in STEM roles across the UK are female, and only 5% of leadership positions in the technology industry are held by women (women in tech). Unfortunately, the figures are alarming, and the imbalance is likely to continue, the UK's current pipeline of technology talent remain skewed towards men, with women accounting for just 15.8% of the UK current generation of engineering and technology undergraduates.







According to Mercer report, the overall pay gap in the IT sector is higher than the UK generally

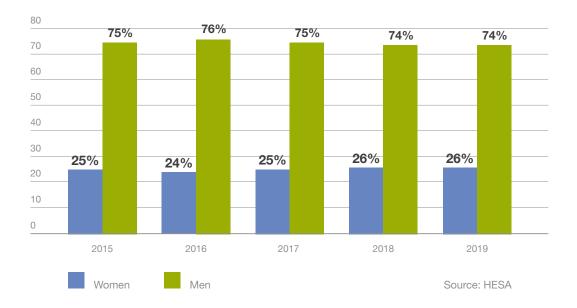
By focusing on our diversity and inclusion strategy, and by working to create a diverse work environment where everyone is supported in achieving their full potential and be their true selves. We continue to be confident and committed to achieving gender balance. We are mindful that we work in an industry where male professionals are prominent, and attract female professionals will continue to be a challenge. In the short term, we will find it difficult to close the gender gap difference, however, in the longer terms, we are determined that we will see the gender pay gap close at everis.

Over the last few years, we have seen a significant increase in maternity and paternity leave and request to work more flexibly. Mothers returning from maternity leave are reducing hours, either temporarily or permanently. Adversely, this will impact the hourly when calculating the gender pay. In addition to the discretionary bonus, the company have introduced a specific bonus for different certifications in technologies. This certification is mainly taken by our male professionals, again this will have an impact on the bonus mean and median % distribution.

To conclude, we are continuously investing in our talent to ensure we retain talent and seizing every opportunity to attract talent to be part of our organisation, in particular female professionals. It is a crucial time to focus on new talent management strategies to drive value and innovation, the unprecedented times we live in has shifted the labour market and availability of talent which will make recruiting more challenging in the coming months.



Despite the progress towards a workplace of equality, women regrettably remain sadly underrepresented in technology. According to the recent UCAS data provided by HESA, 35% of STEM students in higher education in the UK are women. The UCAS data show progressively the number of female students has increased over the last 5 years, as the graph below shows.



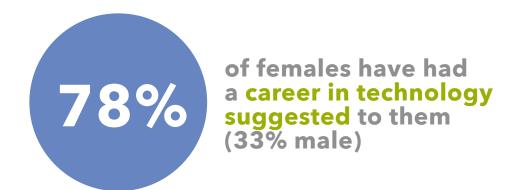


PWC research with over 2,000 A-Level and university students shows that the gender gap in technology starts at school and carries on through every stage of girls' and women's lives.





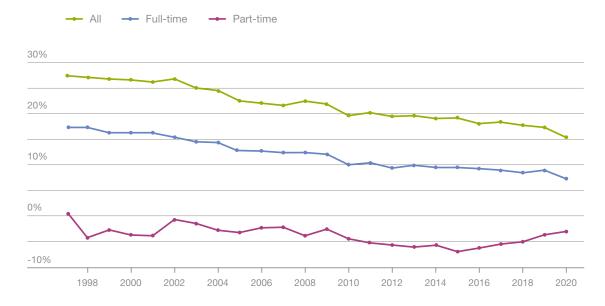




According to ONS, the gender pay gap in the UK has been lessening gradually over time. In 2020, the gap amongst full-time employees fell 7.4%, from 9.0% in 2019. Among all employees, it fell to 15.5%, from 17.4% in 2019.

The figure below illustrates the Gender pay gap for median gross hourly earnings (excluding overtime), UK, April 1997 to 2020\*

One would think that Coronavirus pandemic would have a significant impact on labour market hours worked and pay, it appears to have had little impact on the gender pay gap in April 2020(ONS).



\*Source: Gender Pay Gap in the UK. Office for National Statistics (ons.gov.uk)



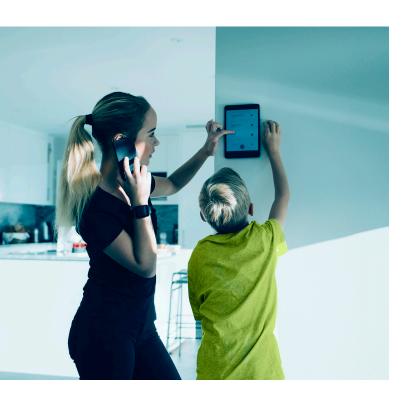
# THE INSIGHT OF DEBORAH BALE OUR D&I AMBASSADOR.



# WHAT WE HAVE ACHIEVED

This has been without the ordinary year for us all, the pandemic has brought many challenges professionally and personally, at everis we have been conscious of how we are all affected as individuals and a decision was taken right at the beginning to keep our focus on communication. We all had different things to adjust to, however, more than ever our female colleagues were challenged in ways we have never seen before, juggling not only a complete change in the ways we work but also dealing with family priorities.

Keeping communication open was very important, we introduce the everis TV channel, this allowed the employee to participate, sharing their unique skills, e.g. cooking. This is followed up with breakfast or afternoon tea with the CEO, everyone has a voice and this forum provides and gives the platform for interaction with our CEO.

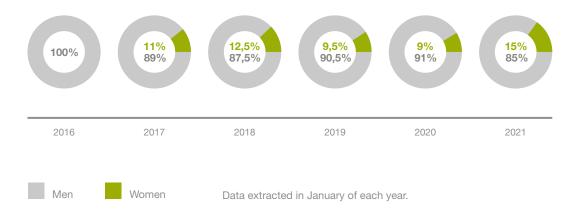


Our female colleagues were challenged in ways we have never seen before, juggling not only a complete change in the ways we work but also dealing with all the priorities the family has

We continue our commitment to the United Nations Sustainable Goals in particular Gender Equality actively working from a non-discriminative perspective and as part of that we have joined forces with REED Technology with the commitment of 'Improving Gender Diversity in Technology'. This will bring opportunities to our female colleagues for receiving and giving mentoring to other women from outside the organisation.

Continuing on Gender Equality from the initial connection our recruitment is focused on the candidate's future, our culture encourages you to imagine what you want to achieve and collectively our career model enables us to have responsibility for helping our colleagues achieve their objectives.

### CATEGORY EXECUTIVE

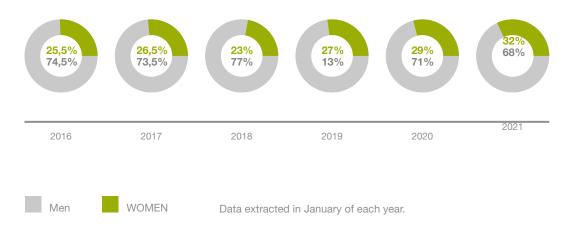


Since the beginning of 2016, the representation of women in everis UK is trending in the right direction, however, we still have a long way to go. This was most pronounced in the executive category between January 2016 and January 2020, representation of women in executive positions grew from 0 to 15 per cent (image 1). Women continue to remain dramatically underrepresented, particularly women of colour, however, but the numbers are slowly improving.



We are actively encouraging all our colleagues to highlight if and when they see any form of behaviours that do not encourage inclusion for everyone, not just females, and that is led from the top down

### CATEGORY STAFF



In our 'Staff' category we were not starting from 0, back in January 2016 the ratio in percentage terms of male/female was 75/25, gradually year on year we are improving, as of January 2021, we have reached 68.39% versus 31.61% female.

A long way to go for sure but we are actively encouraging all our colleagues to highlight if and when they see any form of behaviours that do not encourage inclusion for everyone, not just females, and that is led from the top down.

# WHAT WE DOING GREAT

The everis Board of Directors has committed to raising 'awareness in the diverse mindset' ensuring we all understand the value of gender balance in our male-dominated industry. Not only from a global level but taking care to align to local actions necessary.

There is a special focus on some key processes that make us all think about equality for our female colleagues, this starts way before they join the company:



### Recruitment

Making sure that our recruitment and the hiring teams are provided with training and tools to ensure equality is at the forefront of the decision making process.

We have adapted our job adverts to be more generic to encourage everyone to apply.



# **Annual Reviews**

Analysing our female colleagues and comparing the KPI's and encouraging our women colleagues to set ambitious goals.



### **Executive Team**

We have focused on our female executives' mission to ensure it is inclusive.

We have also included an 'Inclusion' initiative in every Executive teams' mission.

The age demographics of our workforce is changing and we have recently introduced a "working women" group which focus on mothers returning to work, giving them a safe space to seek support and share concerns with like-minded colleagues who understand their challenges and support them.



Educating is a must at every layer of the organisation, in particular training and awareness on unconscious bias

# WHAT WE COULD IMPROVE

Educating is a must in every level of the organisation, particularly on unconscious bias, training and awareness, that along with acting on the analysis and trends. This is an area that we could truly benefit from to ensure that there are no decisions made based on bias.



Wellbeing has always been part of our company's strategy, our wellbeing programme is tailored to support our employees and minimise stress, turnover and absenteeism. The pandemic has acted as a catalyst to elevate mental health with the same importance as physical health. Over the years we have worked to reduce, with the overall intention to eliminate the stigma of talking about Mental Health struggles.

We acknowledge that our workforce will experience increased levels of uncertainty during these difficult times, and this will vary depending on each individual's personal circumstances, that paired with feelings of isolation and uncertainty has led to increased anxiety and stress.

**Company commitment + Culture** 

# UNDERSTAND

**Employee's experience + Inclusivity** 

# WELLBEING

Manager support + Individuals state of mind

# **EMPLOYEE ASSISTANCE PROGRAMME**

LAST YEAR		THIS YEAR	
01	Roll out occupation Health	01	Loneliness & Isolation
02	Mental health	02	Eating healthy
	3 live sessions	03	How to build a positive
03	Provide mental health first aider		mindset talk
	for Senior Managers	04	Mindfulness
04	Wellbeing tips	05	Manage stress
05	Sleep	06	Developing Mental Health
06	Healthy heart		Resilience
07	Back care & Posture	07	Thriving in the new normal
08	Building resilience		



# **Trainings**



To Support Function Team



# Mental Health First Aider Refresh Training

For Mental Health First Aiders, adapted to the current situation



# Mental Health Champion Training

For Leaders & Senior Managers

Wellbeing is a holistic understanding of someone's physical, emotional, mental, and social state. It is more than wellness, which typically focuses on a person's physical health.

When people are in a state of well-being at work, they can develop their potential, work productively and creatively, build positive relationships with others, cope with the normal stresses of life, and make a meaningful contribution.



ROMMY GOMES
Head of ER & Payroll



# Our leaders and senior managers are pivotal to enabling an inclusive culture

We have a culture of real-time development, our people take full ownership and accountability of their development and support each other to achieving their potential. We put a big emphasis on giving continuous feedback, this builds stronger relationships between individuals and teams and accelerates personal development.



# **OUR COMMITMENT**



# everis, Women in Tech Study Case

everis UK is part of Women In Technology Case Studies.



# **Breaking Stereotypes Talk for Parents**

The difference between the mean hourly rate of pay of male full-pay and that of women full-pay.



# **Training for female students on coding**



# everis UK has signed the Tech Talent Charter

To work for inclusion and diversity in the tech sector in the UK.



# The everis CEO has signed the WEP's Network

To support the Women's Empowerment Principles (WEPs) of the United Nations to be spread the word and contribute to a more equal society.

# SUSTAINABLE GALS DEVELOPMENT



# Partnerships for the goals

We promote volunteering activities to share knowledge and promote development and innovation.



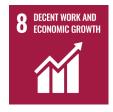
# **Specific training in diversity**

Training plans and specific development programs. Continuous feedback aligned with each role is provided to employees.



# #everisisdiversity in gender

We focus on gender as one of the main topics of #everisisdiversity 2020 plan. We will work with each individual and not our gender.



# Salary grids above average

We run salary benchmarks to ensure our salary grids are over the market median. Our growth is organic.



# **Inclusive & diverse teamwork**

We have an inclusive recruiting process that creates a diverse office. Currently, there are employees from 25 nationalities, 4 generations and different backgrounds and cultures.



## **Environmental Care**

We promote and ensure best practices and recycling habits in both offices, especially in common spaces.





# DIVERSE & INCLUSIVE



True diversity and inclusion cannot be achieved overnight.

At everis we understand the importance of continuous innovation and the modern way of providing a more inclusive working culture where everyone feels included, feel they belong, have a voice, are valued and most importantly they can be their true selves when they turn up for work every day, regardless of their background and different characteristics.

Every year we celebrate "International women's Day", this year we celebrated differently by introducing "The Women in technology Mentoring Programme" in partnership with REED technology. The programme is designed to connect women at all stages of their career and will enable our professionals to connect to external mentors and be part of a wider mentor community.



Did you know that 73% of women experience bias at work? Yet less than 1/3 of employees can recognize bias when they see it

#### **TOOLS**

Tools to educate and provide growth to our workforce



#### Diversity Module

In all of the development programmes for staff, leaders and Executive team



## Online training

Introduction to cross cultural communication



# Rock an include interview

To Support Function Team



#### Inclusive leadership

Virtual training for leaders



## **Inspiring** talks

With employees from employees about diversity



#### **Training**

**High-Impact Training** 



#### **Webinars**

- Psychological SafetyWebinar
- Stereotypes and Bias
   Webinar



# Panel Discussion Women in Technology

During Ada Lovelace Day



## The Game of Diversity

Interactive game to learn more about common stereotypes and biases for the whole family

#### **OUR ACTION PLAN - THE CONCEPT**



Diversity champions is a relatively new position among mainstream organisations, but one that is increasingly vital as companies understand the business benefit of having a diverse workplace

1

# The importance of Uniqueness

Diversity means honouring our singularity and including that singularity. This generates a feeling of uniqueness and belonging.

We are all different we are all unique we would like to keep breaking stereotypes and awake everyone's greatness! 2

# The importance of a Safe Space

For our people to flourish we should create an environment of psychological safety where everyone can be themselves, a culture of collaboration, an inclusive culture that recognises and values diversity.

3

# The importance of Freedom

everis' main belief is that our people are not mere resources to employ, but have a high potential that flourishes in an environment of responsible freedom.



#### **OUR IMPACT – OUR ACTIONS**

01



# Reinforcing a Culture of Diversity & Inclusion

To reinforce a diverse and inclusive culture we strengthen with complimentary workshops and online training in different areas.

02



#### **Giving Visibility To Our Professionals**

By empowering them to express themselves and transmit their uniqueness.

03



#### **Webinars Cycle**

We want to raise awareness of the importance of realising that the greatness of people rests in their authenticity, in their uniqueness.

We launch a series of Webinars in which we will approach different topics that are necessary to reach an inclusive and diverse environment that allows our professionals to reach their maximum potential and find their greatness.

04



#### **Campaigns & Events**

We celebrate diversity and uniqueness by breaking stereotypes.

We organise different campaigns and initiatives to celebrate days such as International Day of Women and Girls in Science and International Youth Day.

05



#### **Personal Development Programmes**

Our high impact programme: My uniqueness. With this programme, we work from a personalised approach to help people to find their authenticity, their uniqueness and understand that everyone has it.

The programme helps them figure out how they can impact themselves, people around them, their job, the business and the World.

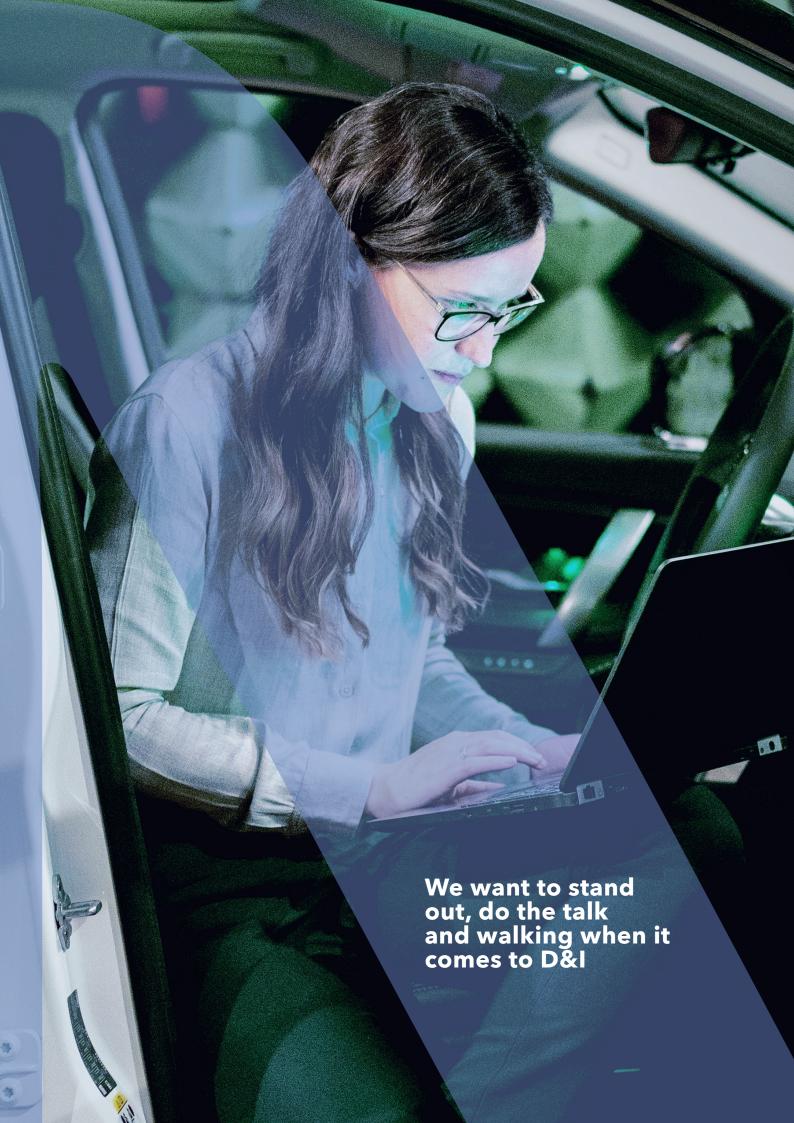
The programme increases the recognition and understanding of employees' orientation and how it impacts their attitudes, expectations and behaviours in the workplace, in their personal life, in themselves and the world.

06



### Women in Technology Mentoring Programme

Together with REED Technology, we run a mentoring programme designed to connect women at all stages of their careers with an external mentor.





CBRE survey found that circa 85% of employees would like to work remotely at least two to three days per week post-pandemic, with the remaining portion of the working week spent in the office

The roadmap out of lockdown is less about returning to normal and more about creating a new inclusive, agile and empathetic way of working that works for now and paves the way for a more positive future.

We find ourselves at a curious and pivotal moment in time when it comes to the future of work. With over a year of remote working and the possibility of returning to some normally as the Covid-19 vaccine rollout is well underway and the gradual opening of services over the UK. Companies across the UK and everis is not an exception, are considering a hybrid model – a mix of home and office working. An organisation such as BP, Spotify, HSBC and Salesforce have already committed to this new way of working going forward.



#### **CHALLENGES**



## **Equality** & exclusion

In all of the development programmes for staff, leaders and Executive team.



## Cross-cultural mindset

Fixed mindset introduction to cross-cultural communication.



## **Disjointed** conversations

specific training in diversity for interviewers.



# Team dynamics & relationships

Virtual training for leaders.



#### **Productivity**

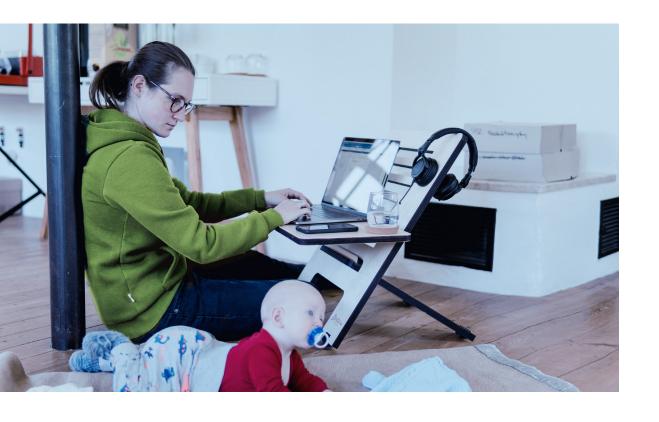
With employees from employees about diversity.

We believe it will offer individuals and teams a more flexible, engaging and dynamic way of working and enable us all to take greater ownership over how we work.

In preparation for the ethnicity pay gap, we are gathering all the information required in the next year, therefore to report it. We believe reporting the ethnicity pay gap alongside the gender pay gap, will highlight any discrepancies (if any) and raise awareness and understanding of a balance worked force.

By developing female talent, we aim to unleash the capability of our entire workforce. The provision of maternity coaching is a benefit aimed to attract and retain the strongest female talent, particularly by encouraging the return to the workplace following extended leave. Our Parents support hub is aimed at providing support, before, during and after.

As an organisation, we commit to an inclusive culture and inclusive processes, policies and programmes that will support our business model where all talent can prosper, including females. When talent rises to the top, everyone wins.



#### **AWARDS**



**HR Brilliance Awards 2019** 

Gold Award Winner for Employee Engagement



**HR Brilliance Awards 2020** 

Silver Award Winner for Innovative use of Technology



**HR Brilliance Awards 2020** 

Gold Award Winner for Diversity & Inclusion



**UK Employee Experience Awards 2020** 

Gold Award Winner for Use of Digital Technologies



**UK Employee Experience Awards 2020** 

Silver Award Winner for Innovative Employee Engagement



**UK Employee Experience Awards 2021** 

**Gold Award Winner for Best Company to Work for** 



**UK Employee Experience Awards 2021** 

**Overall Winner**