



UK

# Sword IT Solutions Ltd Gender Pay Gap Report 3 April 2023

Data has been calculated according to the Equality Act 2010  
(Gender Pay Gap Information) Regulations 2017.

We confirm that the data published in this report is accurate.

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# Introduction

This Gender Pay Gap report covers the 2022-2023 reporting cycle for Sword IT Solutions Ltd, using a snapshot date of 5<sup>th</sup> April 2022. We believe in transparency on this important topic and the analysis of the data, which is critical to ensuring we remain accountable to our gender balance goals.

One of our greatest strengths is the diversity of our workforce. We are committed to promote a culture of inclusion and equity, where every member of our team feels respected and valued for their work, that they are encouraged to share ideas and feel empowered to bring positive change. We champion great work, flexibility and fair pay, in addition to ensuring our benchmarked compensation models align to our core values.

This report provides us the opportunity to review our current position and analyse any differences in average pay between men and women (irrespective of role). It should be noted that it is possible to have a gender pay gap and still pay people fairly as it does not mean that women are paid less for the same role. This analysis allows us to understand how our culture and actions help us close any gaps and whether more targeted action is required. We will track our progress and cross-match in our next report.



There is a historic imbalance of women in the technology sector and it will take time for this to change. We strongly believe in promotion from within, based on demonstrated performance and potential irrespective of gender. We support diversity through our attraction practices and compensation models that reflect experience and knowledge.

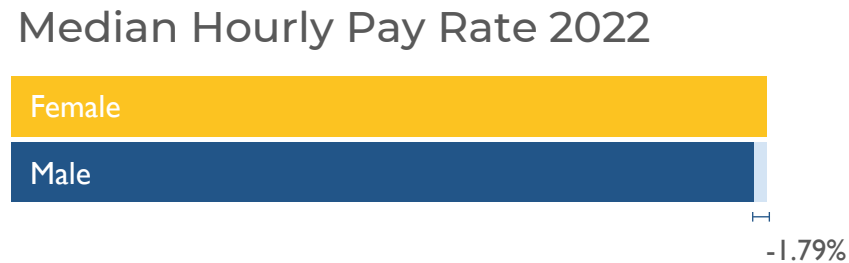
For us, achieving gender balance is a long-term commitment that's truly embedded in our People Strategy, supported by our Senior Leadership team, and driven by data insights. Our ongoing mission is to champion and support achievements of all within Sword to attract diverse talent and become an exceptional and inclusive place to work.

**Catherine Froud-Williams**  
Chief People Officer

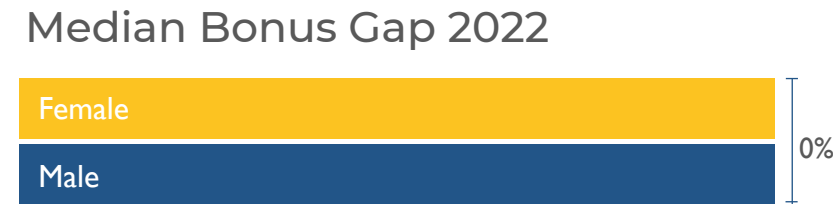
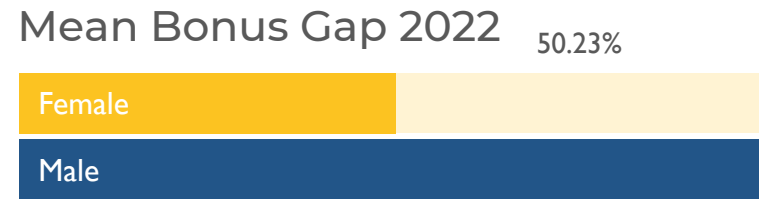
# 2022 Pay Gap Data

The average pay for women was **3.2%** less than the average pay for men.

However, the median hourly pay rate difference highlights that women earned **1.79%** more than their male counterparts.



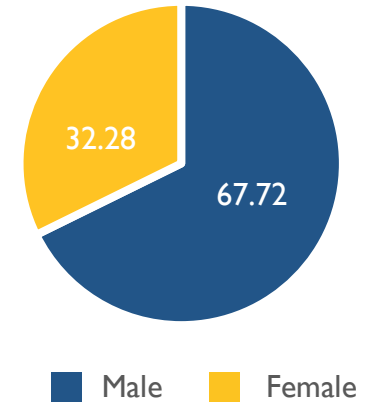
A higher proportion of women were paid a bonus with a median bonus gap of **0%**. There was a mean gap of **50.23%** due to small number of males in Senior leadership roles that attracted a higher level of bonus due to the nature of their role which inflated the gap.



### Proportion paid a bonus



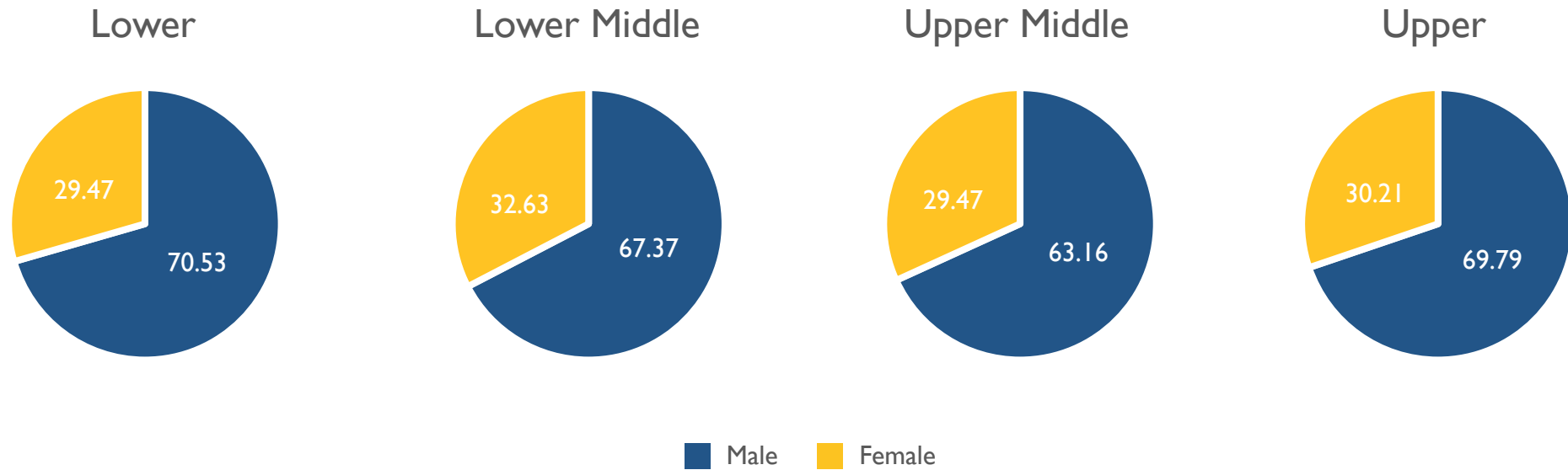
### % Composition of female vs male





# Pay Quartiles

% Proportions of male and female employees who were in the lower, lower middle, upper middle and upper quartile pay bands as at 5<sup>th</sup> April 2022:



# Analysing the Gap

## Why is there a gap?

The technology sector continues to attract more men than women and it will take time for change to be achieved in this area. The historic male dominance in the industry over the years has led to a disproportionate number of males in Senior roles in our business without an equal number of females joining the sector. We are proud of our ongoing achievements to minimise the gap and commitment to our People Strategy to drive positive change in the industry. We recognise that the identified gap in mean bonus is due to a small number of males in Senior leadership roles that attracted a higher level of bonus due to the nature of their role which inflated the gap.

We actively promote from within those who have achieved success through high standards in performance, potential and recognition for their experience. It is therefore encouraging that at the start of 2023, we have seen the appointment of females to both our UK Executive Team and our Operational Leadership Team. These positions have previously been held by males and this will see a shift in our gap moving forward.

Recruiting women ensures that top female talent enters Sword however our early commitment for change really begins in our relationships with schools and universities to help promote the technology sector as an attractive and exciting career. The lack of females studying STEM subjects at school is still a challenge and leads to concern of the future pipeline of women. We have therefore redoubled our efforts to train and develop the digital workforce of the future from within and are passionate about breaking down barriers to encourage diverse talent to join Sword through our flexible working and inclusive practices.

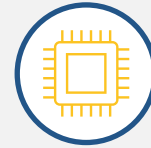


# Closing the Gap

Our ongoing actions are articulated around the below strategic areas:



Systematically address any potential bias through our **talent management processes**.



Promote our **“Women in Tech” Employee Resource Group** to provide peer support, promote inclusion, guidance with technical career paths and innovative thinking.



Do all we can to **remove both physical and cultural barriers** to access for women, including family friendly and flexible working policies.



Increase the pool of exceptional female talent joining the company **through diverse attraction methods**.



Ensure we provide both **visible and inspirational role models** and encourage a network of mentors and advocates across our organisation.

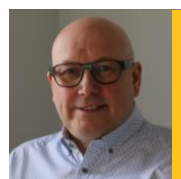


Ensuring our practices encourage everyone to have the option to **work flexibly where possible**, so they can deliver their best work.



**Catherine Froud-Williams**  
Chief People Officer

*C Froud-Williams*



**Dave Bruce**  
Chief Executive Officer

*Dave Bruce*