



# VERSION 1



Version 1 Group  
Gender Pay Gap  
Reporting 2020/2021

# A few words from our Group HR Manager – Kay Cooling

“Our focus very much remains not only on attracting female talent but on developing the ones we have.”

Kay Cooling, Group HR Manager, Version 1



Gender Pay Gap (GPG) reflects the difference between hourly average male and female pay. Since first officially publishing our Gender Pay Gap in April 2018, we are happy to report improvement in our pay gap in terms of both salary and bonus pay. While this year brought us some mixed results with slight dips along the mean and median pay gaps, we believe that our culture of Trust and Empowerment along with our consistent focus on Inclusion and Belonging at Version 1 will let us overcome these.

We continuously assess ourselves against the employee lifecycle model, ensuring we can make a positive impact across the whole employee journey and looking for possible gaps along the way. More details on this can viewed under *Working to Close the Gap*. Our commitment to driving and fostering Diversity, Inclusion and Belonging (DIBs), is central to achieving a great workplace and delivering well-rounded diverse business solutions for our customers. Upon launching our DIBs committee over four years ago, we committed to examining our gender imbalances across the organisation. Furthermore, as seen in our *Action Plan*, one of the three major objectives of this team this year is looking at gender diversity across Version 1 more deeply; by gathering and analysing the data available with a highlight on measures and interventions, as well as bringing a conscious diversity lens to all panels, events and also to the language we use internally and externally.

We understand the importance of keeping the trust of our employees by making sure we approach all situations in a transparent manner. We continue to review our global recognition and reward structures and compensation packages on a quarterly basis and we have recently launched a global peer-to-peer recognition platform, enabling employees to

recognise and appreciate one another freely. Our aim is to ensure we have a consistent approach to our rewards packages and to remove the opportunity for any unintentional gender bias. While there is no GPG reporting requirement in the Republic of Ireland, we recognise the importance of transparency and therefore are publishing a Group (UK and ROI) GPG report as well as the statutory UK reporting.

The IT industry continues to have a disproportion of male to female employees. Whilst our gap mirrors this, primarily caused by fewer women in senior and highly paid technical roles, we have been observing positive progress in bridging the gap on a yearly basis and have seen a 7% increase in our gender ratio since 2017. The last couple of years have also had some exciting developments for us along the lines of female rotation and promotion into senior roles. Starting with the first female promotion to our Executive Board and as well as unprecedented 67% of senior management promotions going to women this last year to over 35% of our internal rotations and applications coming from female employees in the last 12 months. Our Shadow Board, a forum made up of a diverse group of younger members of the Version 1 team with the purpose of bringing new and diverse viewpoints to the Executive team, also aims to be a bridge to inclusivity with 46% of its members being female in 2020.

Therefore, as seen in our ‘Women in Tech’ Spotlight, our focus very much remains not only on attracting female talent but on developing the ones we have and continuing to offer various learning and rotation opportunities.

Overall, we are confident that men and women across our organisation are paid equally for doing the same job. Seniority, responsibilities, skills, experience and other role characteristics are the factors deciding pay. While we are not where we want to be just yet, we believe that with continued focus, effort and supported changes, the dial will continue to move towards a more inclusive workplace for all.

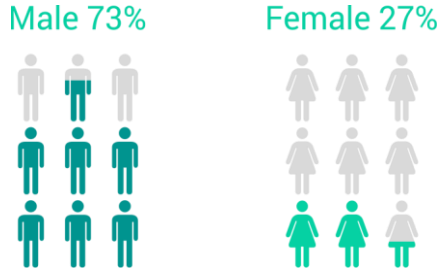
# Gender Pay Gap 2020/2021

## Overview

We have come a long way since starting Gender Pay Gap reporting for the Company in 2018. This year's report highlighted some areas of strength as well as improvement, however, we are confident that our efforts and initiatives across the different steps of the employee lifecycle will pay off in the long-term.

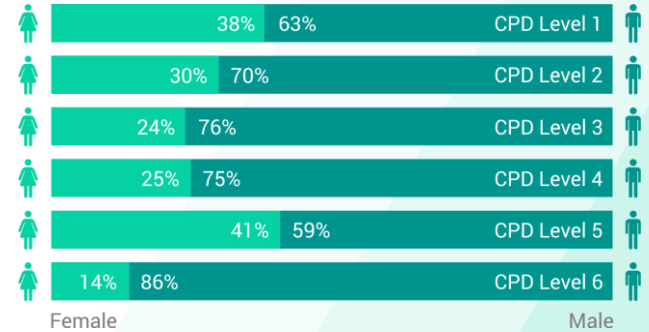
We need to continue with the progress we are making and drive on with bridging the gap.

## Overall Gender distribution



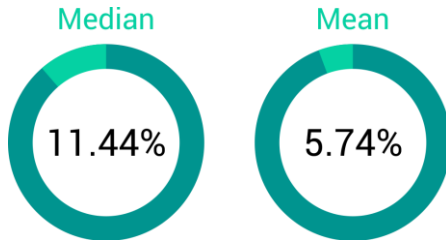
## Gender Distribution across CPD Levels

Male and female distribution map of our employees across the different Version 1 CPD Levels. As at February 2021.



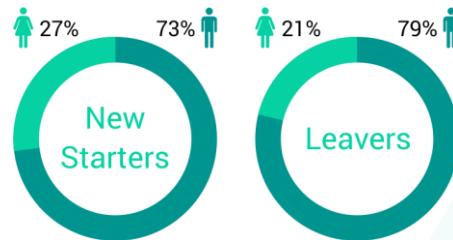
## Gender Pay Gap in Hourly Pay

The Ordinary Pay Gap represents the difference in the average regular pay for male and female employees.



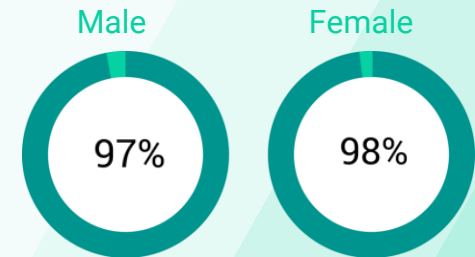
## Gender Distribution Across Key Life-Cycle Events

Gender distribution across key life-cycle events like Onboarding (starters) and Separation (leavers). Data spans Jan '20 to Feb '21.



## Proportion of Bonus Payments

Proportion of Bonus Payments represents the proportion of males and females receiving bonus payments across the UK and ROI.



# Working to close the gap

Last year saw the introduction of our Employee Experience (EX) Team and together with the Senior Leadership Team and our existing DIBs team, we continue to assess our employee lifecycle, ensuring a positive and inclusive approach throughout our employee journeys. This analysis has highlighted both successfully implemented initiatives as well as areas for improvement (see in *Action Plan*), which we continue to work on. Our existing initiatives are highlighted below.

## Attraction

- Utilising a [gender decoder](#) for our job adverts that highlights the feminine and masculine word ratio in an advert to make sure they are well-balanced as well as reach and appeal to candidates regardless of their gender
- Positive promotion of flexible working through job adverts and moving towards completely disbanding the location specific hiring mindset
- Highlighting Version 1 as a gender progressive Company through links to our Diversity, Inclusion and Belonging [website](#)
- Shining a spotlight on Women in IT and possible career opportunities through external media like [Youtube](#) and through [Blogs](#)

## Recruitment

- Continuous analysis of candidate and new hire data and feedback through our internal recruitment portal
- Interview training for managers and HR to eliminate unconscious bias
- Digital interview training rolled out so all interviews can make a seamless transition into the world of digital hiring
- All candidates undergo three psychometric tests with Thomas International emphasising personality, cognitive abilities and behaviour, gender is not considered. Over 1,000 candidates put through these tests in 2020.
- Reboot Programme, focusing on women returning to the workplace

## Onboarding

- Utilising induction days to showcase inclusion and belonging with [videos](#), [stories of inclusive initiatives](#) and role models from across the Company as well as to showcase senior management buy-in
- Building an inclusive culture where employees can belong, through our Diversity, Inclusion & Belonging initiatives; e.g. through our [#startswithaname](#) initiative
- Our Digital Social clubs available to all employees despite their location, gender and time-zone help us in creating an environment where employees have a sense of belonging and a friendly place to work while encouraging trust and open communication

## Development

- Proven record of our leadership development programmes having a diverse balance of participants
- Our Shadow Board, a forum made up of a diverse group of younger team members with the primary directive to provide insight, feedback and ideas to senior decision-makers in the business representing their generation's perspective, is well-balanced with a 46% female 54% male gender ratio



# Working to close the gap continued

## Development continued

- Organising targeted mentoring and networking opportunities for women with our 2021 focus being on supporting women through in customer-facing roles with mentoring opportunities.
- Focusing on Self Awareness and Empowerment, we have successfully ran over dozens of team workshops across the Company to make sure employees understand their profiles and are given the necessary tools to appreciate and accept their differences, in turn creating a sense of belonging
- With over 1,000 Thomas International [Personal Profile Analysis](#) completed in 2020, these have proven to improve self awareness while enhancing emotional intelligence, resulting in an improvement in soft skills and overall communication
- Applying our the Thomas International Personal Profile findings to remote working and the digital workplace was a challenge of 2020, with a focus on translating our findings for the digital workplace and enabling people managers to approach digital working with their teams in a manner that would suit their specific style of working the best – giving more structure or flexibility of working hours as needed
- Transparency and fairness with employees and managers on the promotion and rotation processes through our ‘quarterly rhythm’
- Our managers are trained to promote our benefits and flexible opportunities to empower employees

## Retention

- Supporting employees and their families with flexible working opportunities like remote-working, flexible hours, part-time working and parental leave options
- Transparent senior management involvement with Diversity, Inclusion and Belonging initiatives like our [Cultural Diversity Day](#) throughout the years
- Utilising internal media tools like our Strength in Balance Newsletter and our Intranet to reinforce an inclusive approach
- Appreciating and recognising employees through our new recognition and reward platform, CallOut, empowering employees to recognise one another in real time with monetary values for behaviours in line with our values
- Company-wide enhanced maternity leave with 6 months full-pay and return to work support
- Proud sponsor of the Women in Tech Awards
- Emphasising our key theme of ‘Bring Your Difference’ through different initiatives like ‘[Alter Egos](#)’ that highlight employees regardless of their gender as well as through our [#SWAN](#) initiative that has now been expanded externally
- Working towards a culture of recognition by celebrating International Men’s Day and International Women’s day, with internal panels and spotlight on recognising and appreciating men and women
- [Community First](#) initiative; building relationships with local schools and communities as a well as organising specific initiatives focusing on getting girls to choose IT as a career

## Separation

- Regular exit interviews and exit surveys conducted to monitor bias
- Analysis of leaver data, concluding that there is a healthy gender balance of leavers in the Company

A Day in the Life of a

## Business Applications Consultant at Version 1



*Helen McCreery from our Digital & Cloud Team discusses her role.*

[Click here to read](#)

# Year on year progress

Version 1 has come a long way since initially reporting our Gender Pay Gap in 2018. While we have a few areas identified for improvement, overall, we are happy with the ongoing progress we have been making and the action plan we have put together to overcome our challenges. Our culture of Trust and Empowerment has seen a tangible change over the past three years, thanks to a consistent and determined focus on Inclusion and Belonging at Version 1. While we are not where we want to be just yet, we believe with continued focus, effort and supported changes, the dial will continue to move towards a more inclusive workplace for all. The below table breaks down the yearly Gender Pay Gap figures for Version 1 UK and Ireland.

Year	Ordinary Pay										Bonus gap			
	Mean pay gap	Median pay gap	Upper quartile		Upper middle quartile		Lower middle quartile		Lower quartile		Mean bonus gap	Median bonus gap	Proportion receiving bonus	
			Male	Female	Male	Female	Male	Female	Male	Female			Male	Female
2018	9.39%	11.82%	78.39%	21.61%	79.90%	20.10%	73.87%	26.13%	72.00%	28.00%	20.54%	8.83%	96.65%	99.00%
2019	5.46%	9.57%	75.20%	24.80%	80.89%	19.11%	70.73%	29.27%	71.14%	28.86%	19.78%	7.45%	96.65%	99.00%
2020	5.74%	11.44%	75.00%	25.00%	79.40%	20.60%	71.67%	28.33%	69.53%	30.47%	13.60%	3.59%	97.44%	98.25%

## Diversity Awards from the last 12 months

Top 25 Women Leaders in Software of Europe 2021 – Lorna McAdoo  
 Bronze Winner: DIB's Strategy – IHR Awards, 2020  
 Top 10 Best Workplaces for Women – Great Place to Work UK , 2020  
 Shortlisted: International Diverse Company of the Year – Diversity in Tech Awards 2020  
 Shortlisted: Diversity and Inclusion Category – CIPD Ireland HR Awards 2020



# 'Women in Tech' Spotlight

At Version 1, we seek the best person for every role – this means the person whose skills best match the job and who can best further our Mission and live our Core Values, regardless of their age, race, religion, identity or gender. One of Version 1's key focuses has always been to increase the number of women working here so we aim to go above and beyond to ensure that the women in our workforce are treated fairly when it comes to pay, recognition, training and promotion opportunities. With this in mind, we asked 10 female members of our team from various locations to share their favourite experiences at Version 1, including what they love about working here.

**Orlaith Keegan**  
Mobilisation Manager



"Having started in Version 1 a decade ago, there have been many highlights and I've been very lucky to have had many different roles and opportunities. Managing a team of young ERP consultants who had just joined Version 1 through our [Graduate Programme](#) is a role I will always look back on with pride."

**Shweta Jain**  
Offshore Delivery Head



"I have been working with Cedar, and then Version 1, for more than 8 years now. The learning and growth opportunities internally are tremendous. As a highlight, I really appreciate the flexibility provided here resulting in good [work-life balance](#) and thus more job satisfaction and less stress."

**Susan Grant**  
Head of Marketing



"Through a culture of trust, empowerment and development I have found a role that I love. Balance is everything in Version 1 and I am grateful that I have the flexibility to progress my career while spending quality time with my young family."

**Lorna McAdoo**  
Director of Operations, NI



"We talk about it being a great place to work but not an easy place to work and I would completely agree with that; it's only hard for those who don't want to keep driving for company success and personal success. I would say that for me the Version 1 people are what makes my role so fulfilling because we support each other every day."

**Jennie Brown**  
Licensing Consultant



"I joined the Version 1 Team of Licensing experts thirteen years ago. My first highlight would therefore have to be work-life balance. My second would be the people I work with. My value has been reflected in career progression and awards from Version 1, including recently being nominated as Inspiring Colleague of the Year."

**Dominika Glanc**  
Commercial Ops Manager



"I started out in Reception, then got promoted to BAS Administrator, then to Workforce Management PMO and now I work as Commercial Operations Manager. I remember each transition as a challenge but also an opportunity, every step of the way was unique and unforgettable experience.."

**Kate Mead**  
Functional Consultant



"There have been many career highlights since I joined in 2009, but a particular high for me was my first customer project. I was worried I wouldn't be taken seriously, but thankfully Version 1 had faith in me."

**Lisa Lam**  
Software developer



"One of my favourite things about my career is how diverse and varied it can be. I love that I'm not confined to one area and can explore in different directions – it keeps my mind sharp!"

**Tiff De Conduin**  
Practice Operations Manager UK



"My biggest highlight is my recent promotion. I was up against some brilliant colleagues and it really came down to the breadth and depth of experience I've gained over the last 6 years at Version 1. It's a key role for a part of our business that's skyrocketing in growth, so I couldn't be more excited to both make an impact and learn a ton!"

**Olivia Carroll**  
Head of Service Reliability Group



"I have a few highlights! I was promoted to the Senior Management team in Dec 2015 after 6 years in Version 1. Having originally joined as a 'techy' with no previous management experience this was a big achievement for me. Winning 8 UKOUG awards in 2017 was a very memorable moment; I was so proud of our teams. Lastly, I would say that I have been very privileged to work with many great clients and colleagues who have inspired me in so many ways and taught me a lot."