dotdigital

Gender pay gap report 2023



Introduction

Last year, we published Dotdigital's first gender pay gap report. As with many other businesses in the tech industry, our results were not where we wanted them to be and we are committed to take action to redress the situation. While we have always considered our business to be diverse and supportive, this phase further focused our attention both within Dotdigital but also in the community, beginning our journey to reduce our gender pay gap.

Since last April we've been delighted to see the strength of feeling and support from all of our employees. Their passion, commitment, and engagement with activities continues to inspire us.

Today our results reflect where we were at the start of our journey and the continuation of the work remains a priority. We have been regularly monitoring our progress since the 2022 snapshot date in this report and we're already seeing the benefits of the work so far which encourages us to double down on our activity and commitment to positive change.

There is recognition across our industry of the considerable influence on the gender pay gap due to fewer female employees in our industry and a lower level of young females looking to enter our industry. Despite this, Dotdigital employ a higher proportion of females than the average across the technology sector, however we need to seek out more opportunities to support communities outside of our own to help promote the longer term impact of increasing the interest in our sector and ultimately shift the ratio of female to male employees in technology roles. The shift in the ratio is what will have the greatest long term impact on gender balance and the resulting positive impact on gender pay gap measures.

The steps we have taken since our first report are already showing positive signs, therefore I want to restate Dotdigital's pledge to continue this work, find more impactful ways to improve the technology industry ratio and close the gender pay gap not only within our business but also within our wider community.



David Aldrich, CHRO

Equal pay at Dotdigital

The format of the gender pay gap measures the differences between the average pay of all male and all female employees, irrespective of their job role or seniority. It does not check and measure fair and equal pay for those completing the same job. Therefore, fair and equal pay is very different. We're confident that we pay fairly across the business regardless of gender. We have rigorous processes and complete an annual audit to confirm that pay is equitable for all positions across the business.

Dotdigital recognizes the benefits of a diverse workforce and we are committed to providing a working environment that is free from discrimination and encourages openness, support and opportunity for all employees. We promote the principles of equality and diversity in all our dealings. Specifically, we aim to ensure that no employee or job applicant is subject to unlawful discrimination, either directly or indirectly, on any grounds including gender. This commitment applies to all aspects of employment.



Our work to close the gender pay gap

Last year our HR Director, Nicky Penkov was appointed as our Diversity Lead responsible for developing and driving our diversity strategy and working closely with key stakeholders across the business. Our diversity, equality, and inclusion (DEI) employee resource group, DotDEI, also continues to guide and support our actions for change.

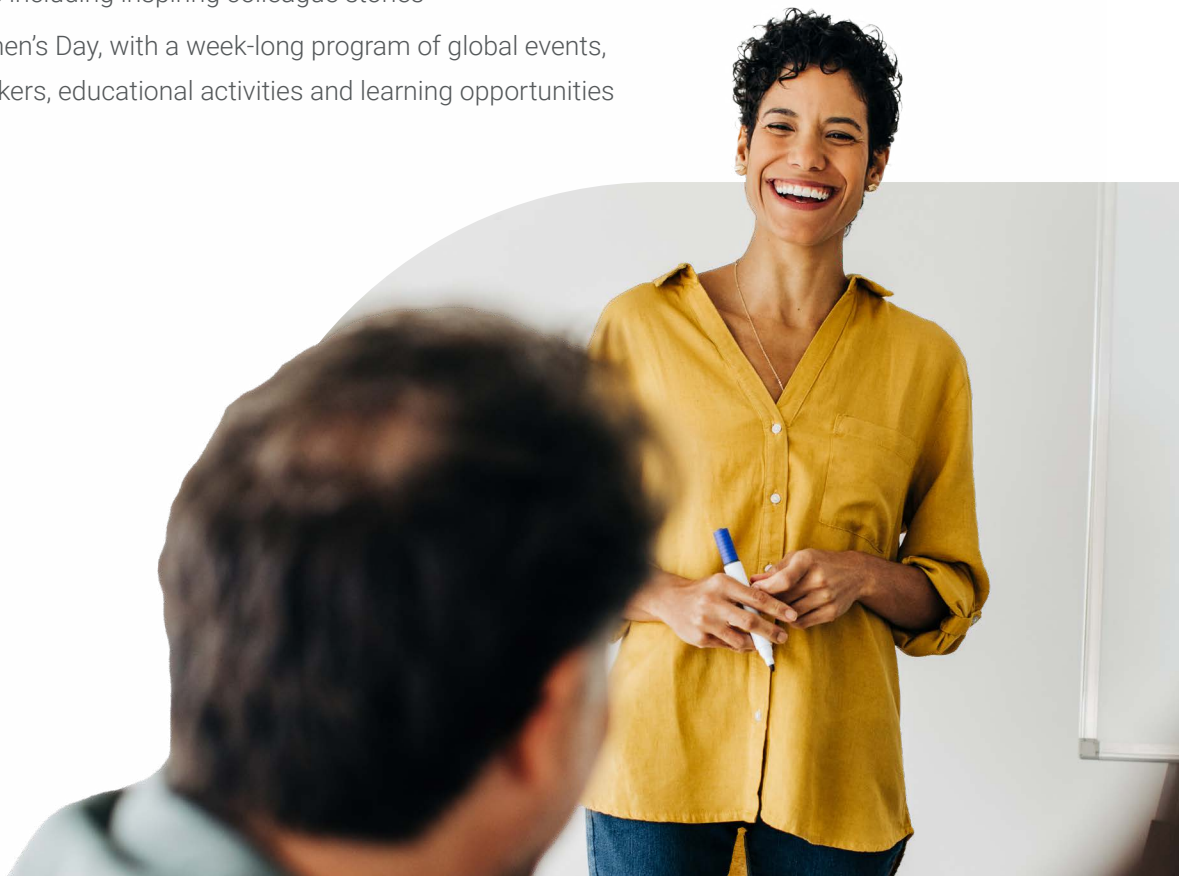
The key areas of focus have been:

Education

Continuing diversity and inclusion education to provide information and support to all employees.

This includes:

- Delivery of compulsory DEI essentials training for all existing employees and inclusion in the onboarding program for new employees
- Regular education around women's issues such as period poverty and menopause
- Publishing articles including inspiring colleague stories
- International Women's Day, with a week-long program of global events, international speakers, educational activities and learning opportunities



Talent Acquisition

Focus on recruitment processes and training to ensure that we're doing everything to attract a diverse selection of applicants and ensure we're continuing to select the best employees for our business based on their skills, experience, and potential.

This includes:

- Review of recruitment processes to remove opportunities for discrimination
- Publishing a Guide to Equal Opportunities and Diversity in Recruitment for all hiring managers
- Anonymous candidate job applications via our recruitment platform, to reduce unconscious bias
- Publication of our diversity statement on all job ads
- Appointment of our Diversity Champion within the Talent Acquisition team

Career Development

Providing ongoing support to existing employees through development and internal promotion

- Investment in education by hiring our first Global Learning and Development Manager
- The introduction of further family-friendly policies including menopause, fertility support and baby loss support
- Ongoing flexible working support for working parents and carers
- All roles advertised centrally to allow open opportunities for promotion
- Partnership with The Girls' Network to provide mentoring to girls in STEM education

What are we going to do next

Employee mentor program

We are working towards launching our employee mentor programme to help support all our employees. We expect this programme to help support the career goals and aspirations of our employees and continue to attract, develop, and retain high performing individuals and teams.

Enhanced training for hiring managers

Talent acquisition is a key step in building great teams. We continue to invest in our own in-house recruitment team. This not only ensures we can manage the process closely to hire the best talent but also means we can share our knowledge with hiring managers and ensure they have the appropriate support as well as develop their skills and experience. With the support of our learning and development team, a program of learning is to be provided to all hiring managers.

Development of interview kits

A recognized and understood factor in ensuring a fair and open hiring process is a process lead, structured interview process. To support this, interview kits are to be rolled out across all roles globally.

Advanced DEI training

A program of bespoke, advanced DEI training to further support all employees. This will ensure an organization-wide understanding of the impact of diversity including measures to reduce factors such as bias when hiring, managing, and developing employees.

Manager learning and development program

A bespoke program of support for new and existing managers to aid the growth and development of all employees and teams.

DEI resource centre

Provision of high-quality, meaningful materials to support and educate all employees. Building out ever evolving educational support for all.

Recruitment partner charter

Whilst we can directly deliver and control our own high-quality standards for talent acquisition, on occasions it may be necessary to work with external trusted partners. We are committed to ensuring a high quality experience for all candidates whatever the source, therefore we will be launching our charter of expected standards for all partners.

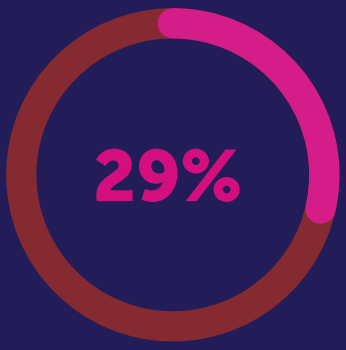
Network of partners

We are delighted and excited to have launched our partnership with The Girls' Network, who inspire and empower girls from the least advantaged communities. This support is being provided through the provision of a number of Dotdigital mentors. We are also excited to have joined the Tech Talent Charter which brings together committed businesses striving to make a positive impact with gender diversity in the workplace.



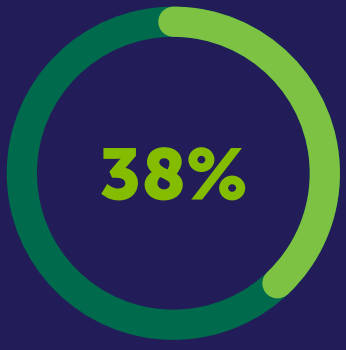
Dotdigital gender pay gap

Snapshot taken on 5 April, 2022



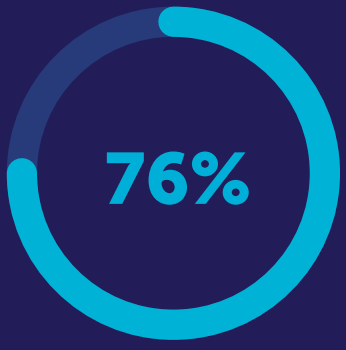
Median hourly pay gap

At Dotdigital, women earn 71p for every £1 that men earn when comparing median hourly pay. Their median hourly pay is **29%** lower than men's.



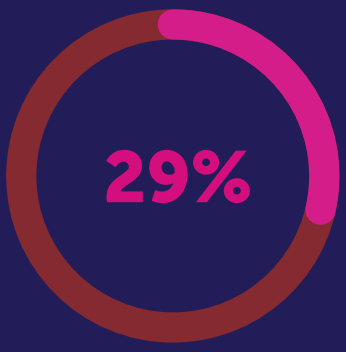
Median bonus pay gap

Women earn 62p for every £1 that men earn when comparing median bonus pay. Their median bonus pay is **38%** lower than men's.



Bonus pay received

76% of women received bonus pay.



Mean hourly pay gap

When comparing mean (average) hourly pay, women's mean hourly pay is **29%** lower than men's.



Mean bonus pay gap

When comparing mean (average) bonus pay, women's mean bonus pay is **56%** lower than men's.



Bonus pay received

75% of men received bonus pay.

The percentage of women in each pay quarter

Women occupy 15% of the highest paid jobs and 50% of the lowest paid jobs.

Upper hourly pay quarter (highest paid)

15% of the upper hourly pay quarter (highest paid) are women



85% of the upper hourly pay quarter (highest paid) are men



Upper middle hourly pay quarter

21% of the upper middle hourly pay quarter are women



79% of the upper middle hourly pay quarter are men



Lower middle hourly pay quarter

42% of the lower middle hourly pay quarter are women



58% of the lower middle hourly pay quarter are men



Lower hourly pay quarter (lowest paid)

50% of the lower hourly pay quarter (lowest paid) are women



50% of the lower hourly pay quarter (lowest paid) are men



Why do we have a gender pay gap?

Our gender pay gap is a result of gender ratio imbalance in certain areas of the business. There is clearly work to be done to address this imbalance and we're committed to an action-led approach to improve the results.

In April 2022, 33% of Dotdigital employees were women, however, in certain areas of the business, this percentage is less. Roles that typically might offer a higher rate of pay are currently fulfilled by a smaller percentage of women, for example our senior leadership roles where the split is 22% female, and our technical teams with a split of 23% female.



Who are we?

Dotdigital is a customer engagement platform that helps digital marketers and developers deliver communications across the customer journey. We harness the power of customer data, powering engagement, conversion, and loyalty for brands as they grow and scale. Customers love our easy-to-use platform that connects first-party data across the systems, surfacing powerful insights and automating predictive cross-channel messages.

Dotdigital's 400+ employees serve mid-market and enterprise companies around the world and across industries. We aspire to inspire responsible marketing and are committed to sustainability, privacy & security. Dotdigital is proud to be the world's first carbon-neutral, ISO14001, ISO 27701 & ISO27001 certified marketing automation platform.



Definitions

The median gender pay gap figure

This is the difference between the hourly pay of the median man and the hourly pay of the median woman. The median for each is the man or woman who is in the middle of a list of hourly pay ordered from highest to lowest paid.

A median involves listing all of the numbers in numerical order. If there is an odd number of results, the median is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

Medians are useful to indicate what the 'typical' situation is. They are not distorted by very high or low hourly pay (or bonuses). However, this means that not all gender pay gap issues will be picked up. They could also fail to pick up as effectively where the gender pay gap issues are most pronounced in the lowest paid or highest paid employees.

The mean (average) gender pay gap figure

The mean gender pay gap figure uses hourly pay of all employees to calculate the difference between the mean hourly pay of men, and the mean hourly pay of women.

A mean involves adding up all of the numbers and dividing the result by how many numbers were in the list.

Mean averages are useful because they place the same value on every number they use, giving a good overall indication of the gender pay gap. But very high or low hourly pay can 'dominate' and distort the figure.

(Source: Gov.uk: Gender pay gap service: https://gender-pay-gap.service.gov.uk/)


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