



2017 gender pay gap report

I confirm the accuracy of the data we have reported and also that we are working to reduce our gender pay gap.

The PCMS Group Ltd is committed to recruiting, developing, promoting and rewarding individuals based on their abilities. We recognise the importance of creating opportunities which are available to everyone and are intent on making PCMS a great place to be for talented, dedicated individuals who are passionate about delighting our customers.

We are also committed to paying men and women equally for equivalent work; however the greater proportion of men than women in senior roles creates a gender pay gap.

We are working hard to address the imbalance and are trying to attract and develop more females into what has traditionally been a male dominated industry. This will obviously take some time to achieve but our continued commitment to personal and career development, apprenticeships, undergraduate and graduate schemes are some of the things we are doing to help reduce our gender pay gap in the future.

A Holdsworth

Tony Holdsworth, Group Chief Executive Officer



Engaged Commerce®



What is the gender pay gap?

The gender pay gap – this is the difference between the average of all earnings paid to male and female employees in the organisation. This is different from equal pay which is paying the same salary for the same work.

The mean gender pay gap is the difference between the mean hourly rate of pay of male employees and the mean hourly rate of pay of female employees.

The median gender pay gap is the difference between the median hourly rate of pay of male employees and the median hourly rate of pay for female employees.



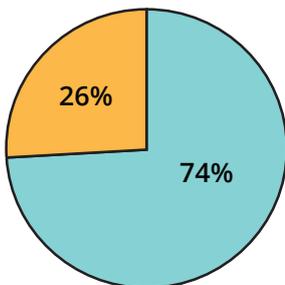
How does PCMS perform?

Our Mean pay gap is 8.81% - this means that the average of all earnings paid to our female employees is 8.81% lower than the average of all earnings paid to our male employees.

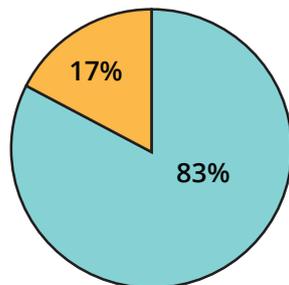
Our Median pay gap is 12.58% - this means the median hourly rate paid to our female employees is 12.58% lower than the median hourly rate paid to our male employees.

Pay quartiles

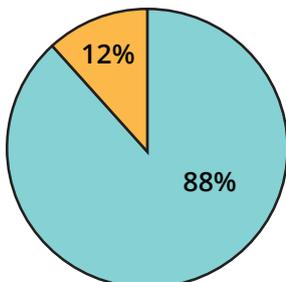
Proportion of men and women in each pay quartile (%) Male ■ Female ■



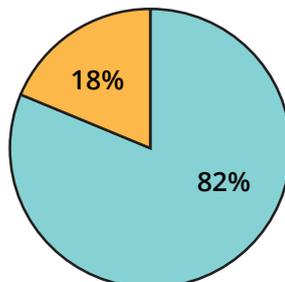
Lower quartile



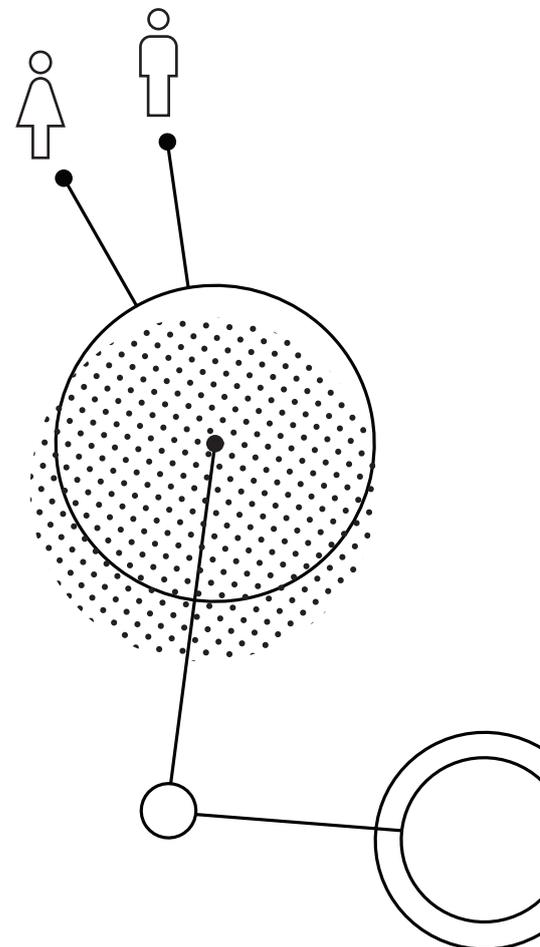
Lower middle



Upper middle

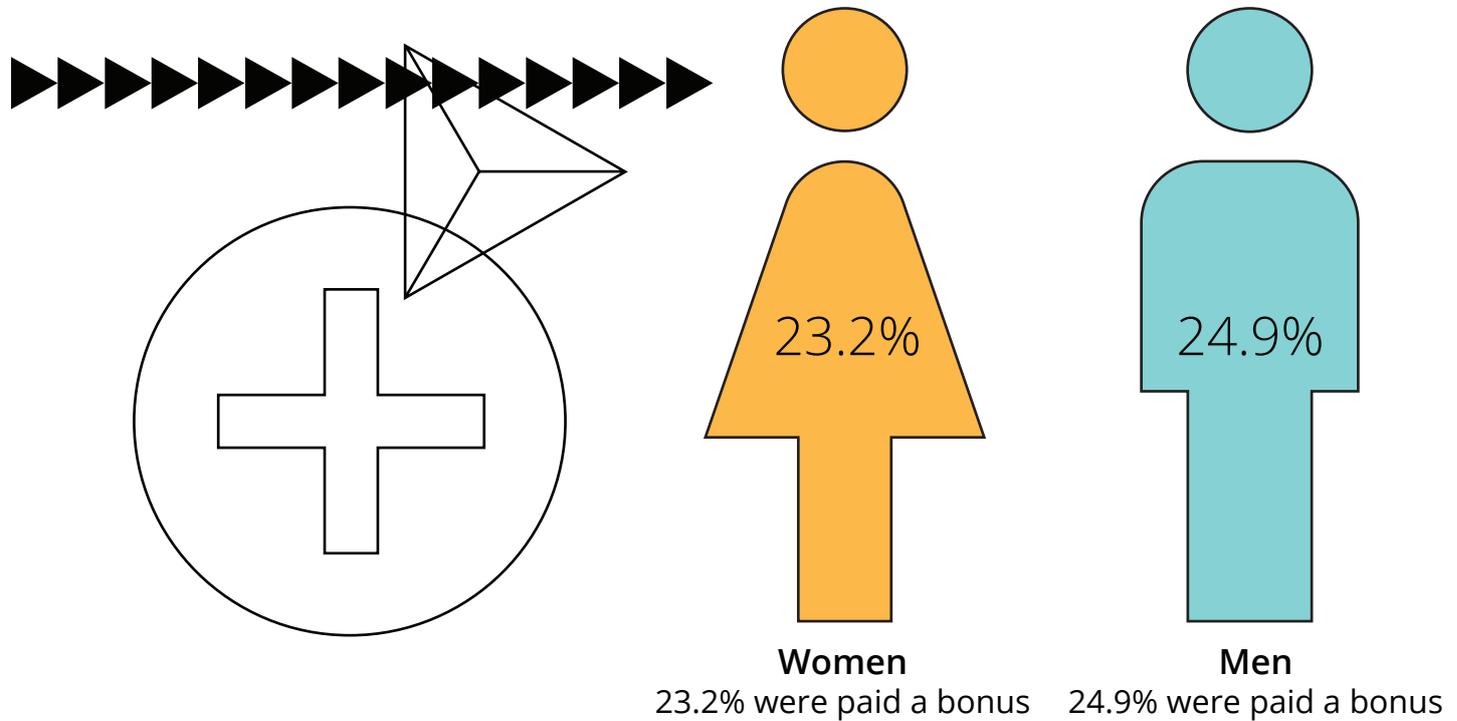


Upper



Bonus pay

In 2017, approximately 25% of all employees received a 'bonus' as defined by the gender pay bonus guidelines. Bonuses are paid based on individual performance, as commission for sales and as an incentive for recommending new employees to the business.



Only marginally more males than females received a bonus in 2017. This demonstrates our consistency in awarding bonuses fairly with no gender bias.

The mean bonus pay gap is -5.37. This shows the average of all bonuses paid to female employees is 5.37% higher than the average of all the bonuses paid to male employees.

The median bonus pay gap is -100%. This shows the difference between the midpoint bonus amounts paid to males and females.

The variances in bonus pay are driven by a smaller number of females in the business – female employees receiving a bonus are generally in more senior positions within the company – and also by the different types of bonuses payable. The bonus figure for female employees is distorted by a higher proportion of women receiving bonuses for recommending new employees to the business.



Explaining our gender pay gap

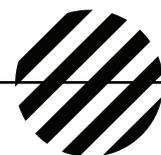
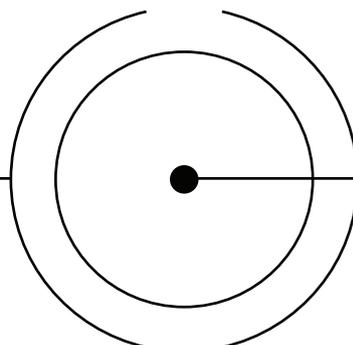
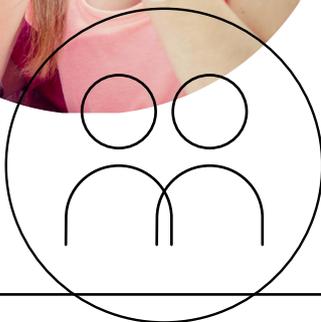
Whilst our pay gap is lower than the UK average, we would still like it to be better and at PCMS we are serious about addressing our gender pay gap.

The main reasons for our gender pay gap are as follows:

We have more men in senior positions with the highest salaries. This is a legacy issue as the company was founded 35 years ago when there were significantly more men than women in technology companies and we continue to have more men than women in the managerial, technical and specialist roles which attract a higher rate of pay. We have made progress and whilst the Board is still 100% male, 38% of the Executive team is now made up of females (3 females and 5 males) and there are a number of females in the Operational Management team which is encouraging for future succession.

As with many other technology companies, we have a larger proportion of males than females in the business as a whole and particularly in our technical roles. In the UK there are fewer females than males graduating in core STEM subjects (science, technology, engineering and mathematics) with only 24% of graduates being women. In computer science this figure is just 15% and 14% in engineering¹. This means there are fewer females available for these roles. Whilst we advertise in and recruit from universities across the UK, we currently work more closely with two universities whose course syllabuses are closely aligned with the technology we use. Statistics from these two universities show that 75% of students enrolled in the courses which are relevant to PCMS are male. These statistics are reflected in the numbers of undergraduates/graduates applying to PCMS: 75% male and 25% are female and also reflects the ratio of male to female employees working in the company as whole.

¹ Wise Resources 2017



How we plan to address our pay gap

Recruitment

Recognising the need to attract more young people into technology careers, a number of years ago we began working with schools, colleges, training providers and universities to develop apprenticeships and undergraduate and graduate schemes. Our aim is to encourage more young people, and particularly females, into technology related careers by identifying and building closer working relationships with a wider pool of universities to ensure we are recruiting from as wide a talent pool as possible. We have already achieved some success in this area with our management graduate scheme, which although small in terms of numbers, has gone from 100% male in the first year to 67% female for the combined intake in 2016 and 2017.

We plan to work more closely with educational establishments to promote STEM subjects and encourage girls and women to apply to these subjects. This will be done through offering work experience opportunities, volunteer speakers, blogs and asking our successful female employees to act as role models in our local community.

When recruiting experienced candidates, we work with a number of different organisations to ensure we achieve diversity in our talent pool.

We plan to review our recruitment processes and materials to ensure they appeal to women as well as men.

Retention and Development

All of our apprentices and graduate recruits are allocated a mentor when joining the company. The mentors provide feedback, support and encouragement which help individuals with their personal and career development. We plan to extend the mentoring programme to other employees to support their career development and to create positive role models for all employees.

We have a number of positive female role models within the business and we are actively looking at how they can work within the company and our local community to act as advocates for encouraging more young people into technological careers and also to help develop our existing employees.

We offer career development and progression based on abilities and will continue to focus on both professional and personal development. Our opportunities are offered internally as well as externally and we are committed to developing our existing employees to ensure they are equipped to progress within the organisation as opportunities arise.

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