

colt

Gender
Pay Gap
Report
2023





Comment from our CEO

Our commitment to Diversity, Equity and Inclusion (DEI) builds momentum as we collaborate with industry partners to widen our impact.

Improving gender balance at senior levels of our business has always been one of our long-term goals. We need a wider range of experiences and perspectives to enable the creativity needed to grow. We have made progress, but there is still so much opportunity to do more.

Our action plan balances activities that enable us to attract and retain talented women, alongside our programme to embed inclusion into our ways of working to drive an inclusive culture. This includes steps to build inclusion into our employee journey and working with people managers to support their inclusive leadership development.

As before, measurement is key. In 2023, we took part in the TM Forum Inclusion Diversity Survey (IDS). Over 2,000 Colties participated, providing insights into inclusion levels and progress since 2022. We are excited to have received an inclusion score of 12.45 out of a possible 15,

putting us in the top percentile of participating companies. This score aligns with our positive People Matters inclusion score, which tells us that 88% of Colties feel a sense of belonging.

We also know that interventions to support specific groups have a place in a meaningful DEI programme. Last year, we launched our Rise Programme for emerging talent from underrepresented backgrounds, which saw a cohort participate in a structured curriculum as well as joining sponsorship circles with senior leaders. The feedback has been positive and we have plans to build on this for future cohorts. We continue to work with the women in our business to understand their needs to enable them to thrive at work, particularly through our Women+@Colt employee network.

At the end of 2022, when we communicated Colt's intention to acquire Lumen EMEA, I knew that inclusion would be central to this journey as we integrate the two organisations to form one Colt. While this hadn't reached conclusion at the time of this data snapshot, inclusion is very much central to our approach as we build a bigger, better, stronger organisation for the future.

Keri Gilder

Chief Executive Officer

Measuring the gap

Gender pay reporting is an opportunity for us to look closely at the reasons behind the gender pay gap. In order to fully understand why our gender pay gap exists, it is important to recognise how the gap is calculated.

Gender pay reporting requires companies to look at pay on a mean and median basis across its male and female populations, based on all male employees from the highest paid to the lowest paid compared to the same analysis of female employees. It analyses both hourly pay and bonus pay.

How we calculate the mean difference

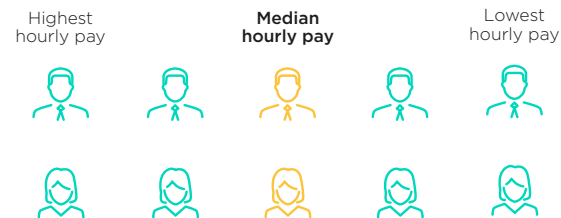
The mean pay gap is the difference between the hourly pay of all male and female employees when added up separately and divided by the total number of the males and females in the workforce.



The difference = mean hourly pay gap

How we calculate the median difference

The median pay gap is the difference between the pay of the middle male and middle female, when all of the employees are listed from the highest to the lowest paid.

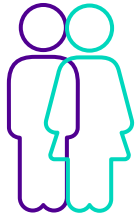


The difference = median hourly pay gap

What is gender pay legislation?

The regulations form part of the Equality Act 2010 and apply to UK employers in the private, public and voluntary sectors with 250 or more employees. Figures are to be based on a 'snapshot' date of 5 April each year, and are to be published within 12 months of the snapshot date. Gender pay looks at the differences of average pay between all males and all females across the whole organisation, regardless of grade. It is not equal pay which looks at the actual pay of males and females doing the same / equal value job. We review our pay levels regularly to ensure that men and women are treated equally.

Our 2023 data



Pay gap (Mean)

8% UK average of (17.3%)
(9%*)

Pay gap (Median)

19%
(19%*)



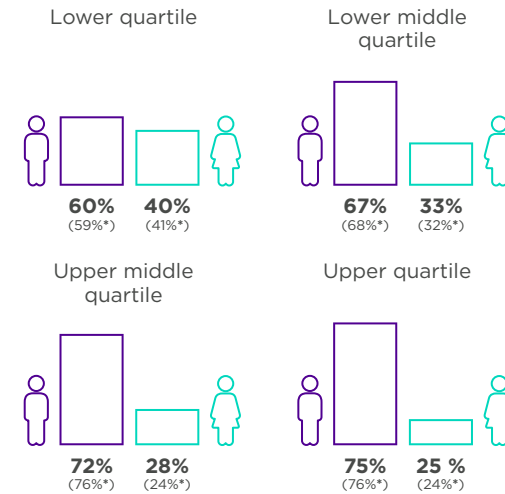
Bonus gap (Mean)

-3%
(3%*)

Bonus gap (Median)

39%
(38%*)

Gender distribution per pay quartile



What are pay quartiles?

The data shows the percentage split between males and females at each pay quartile. A pay quartile is the range of salaries from lowest to highest divided into four bands. Our data shows that there are significantly more men than women in the upper two pay quartiles, which is one of the reasons for the hourly and bonus pay gap shown above.

Insights

Our overall mean gender pay gap for hourly pay is 8%.

This is a 1% improvement compared to 2022 and is due to better female representation in the upper pay quartile of the organisation.

The median bonus gap increased slightly by 1% and the mean bonus gap reduced by 6%. The main contributory factor to the reduction in the mean bonus gap is women holding senior roles at the time of the 2023 data snapshot

The median bonus gap still remained relatively high because of our gender distribution. This means that the mid-point of the distribution for men is at higher grades, whereas for women the mid-point is at a lower grade within the organisation, resulting in the gap.

We will continue our efforts to narrow the gap in a proactive and data driven manner.



Total gender distribution



* 2022

Moving in the right direction

Our improvement in the mean pay gap is due to higher female representation in the upper pay quartile. Gender balance is one of the key pillars of our Diversity, Equity and Inclusion strategy and we are making progress but need to continue to increase female representation at all levels.

Things to be proud of:

- Introduced Flexible First our flexible working policy
- Launched Rise programme for emerging talent from underrepresented groups
- 80 women benefitted from one-to-many in house mentoring circles initiative
- 70 women benefitted from our Embrace Your Best development programme
- Achieved Menopause Friendly accreditation following work to improve support and raise awareness
- Over 500 people globally signed up to be part of our Allyship in Action initiative
- Took part in the UpSkill Me programme with Colt employees mentoring girls and non-binary young people interested in STEM careers

“It’s crucial that we create an organisation where everyone can contribute and make their mark. This is why Diversity, Equity & Inclusion is at the heart of our People & Culture strategy.”

Catherine Leaver

Chief People Officer

And we will do more

We continue our work to embed inclusion into ways of working, as well as building on our initiatives to attract and retain talented women. Collaboration with the industry is at the heart of this approach.

Some upcoming activity includes:

- Embed our leadership behaviour framework which includes a focus on inclusion
- Continue to embed inclusion into people processes and our employee experience
- Build on our successful development programmes for women and other underrepresented groups
- Drive our Allyship in Action initiative to engage allies and enable them to support others
- Empower our women through WomenPlus@Colt programmes and events
- Continue cross-industry collaboration through forums such as Women@Tech and the #ChangeTheFace Alliance

“Diversity, Equity & Inclusion is all about our relationship with our people, and the policies and actions that impact individuals, groups and society. This is why we are focused on ensuring women can thrive at Colt and on reducing the pay gap.”

Caroline Griffin Pain

Chief Legal Officer

Our women

We are proud to have a gender balanced Executive Leadership team and we support women's careers at all levels of our business. Here are some of Colt's women.



“ I joined Colt because its vision and values resonated with me and I felt that I'd be empowered to make a positive impact. I love having the opportunity to work with an amazing group of diverse, talented and creative people who are passionate about delivering the best possible experience for our customers. ”

Colt's culture is extremely inclusive and supportive, enabling me to grow as an individual, learn new skills and maximise the value that I can bring to the company. ”

Claire Limbert

Insights & Transformation Director



“ Before joining, I knew people who had returned to Colt after previously leaving. It sounded like an amazing place to work! I applied, got the job and ten years have flown by. Colt has a positive work environment where employees treat one another with respect, are willing to help each other, and good work is given recognition. As a Project Manager, I deliver innovative solutions to customers, which is challenging but constantly engaging. ”

Nneka Ogoegbu

Project Manager



“ I joined Colt as part of the Graduate Scheme and was lucky enough to do a rotation in Paris where I met fantastic colleagues who I learned so much from. Creating a cohesive culture can be challenging in a hybrid environment and global context but Colt nurtures engagement by providing a flexible approach and tools that help employees understand the company, get to know peers, feel recognised, collaborate, and build relationships — no matter where they are located. ”

Ann Cain

Executive Reward Business Partner



“ When I first joined Colt, the fact I was from a different industry was seen as beneficial as I came with a unique perspective. It's an organisation that values feedback; where it's safe to share your ideas and even disagree, meaning we can ultimately find the best solution. My role allows me to collaborate with a wide range of stakeholders, giving great visibility of what is happening and allowing me to maximise my input for internal customers. ”

Beatriz Solano

Head of Sales Effectiveness

More information

You can read more about gender pay reporting on the government website:

www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers/overview



Keri Gilder

Chief Executive Officer



Caroline Griffin Pain

General Counsel



Catherine Leaver

Chief People Office