

Gender Pay Gap 2023/2024 - reporting data from April 2023 - Boundless

This is the second year Boundless has reported gender pay gap figures since the COVID-19 pandemic. In the aftermath of the pandemic, estimates were affected by changes in workforce composition and the impact of the Coronavirus Job Retention Scheme, all of which made interpretation difficult. But reporting for a second year has allowed us to provide more accurate analysis and a clear comparison between last year and this.

What is the gender pay gap and how is it measured?

The gender pay gap is a measure of labour market or workplace disadvantage, expressed in terms of a comparison between men's and women's average hourly rates of pay. So, while it is about pay, it's also about other factors, such as occupational segregation or the fact that, in the main, it's women who look after children and other dependants. Gender pay gap reporting doesn't specifically ask who earns what, but what women earn as compared with men. It provides a framework within which gender pay gaps can be surfaced so that, both inside and outside the workplace, we can think constructively about why gender pay gaps exist and what to do about them. The gap can be measured in various ways, and it's important to understand how, in any specific context, the gap is being measured. A gender pay gap can be expressed as:

- a positive measure, for example, a gap of 13.9% – this indicates the extent to which women earn, on average, less per hour than their male counterparts
- a negative measure, for example, a gap of -9.2% – this indicates the extent to which women earn, on average, more per hour than their male counterparts. This may happen, for example, if you employ a high proportion of men in low-paid part-time work and/or your senior and higher-paid employees are women

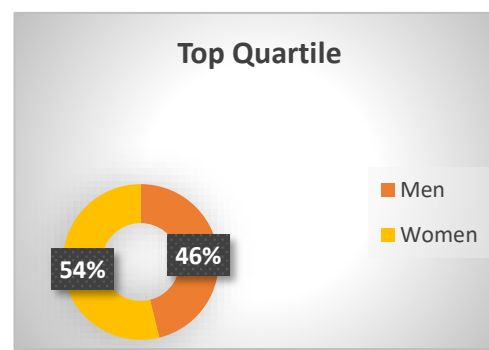
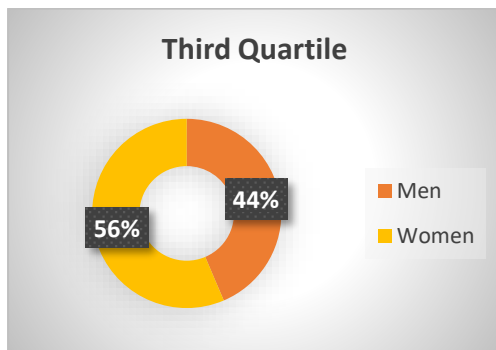
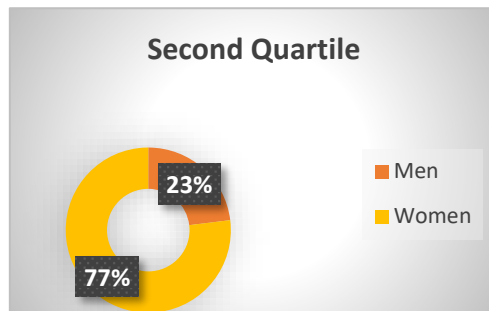
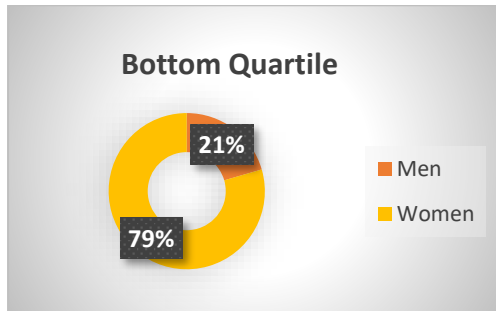
When looking at the gender pay gap, we're analysing the mean and median gaps. The calculations are based on:

- gross ordinary pay (including basic pay, piecework pay, shift premiums, paid leave pay and allowances)
- bonus pay (personal, team bonuses and so on) paid in the relevant pay period (pay period including the snapshot date)
- by the snapshot date (31 March for the public sector, 5 April for businesses and charities)

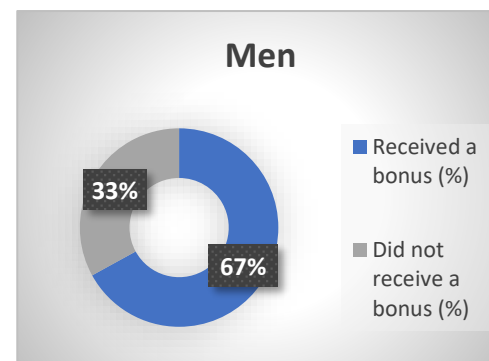
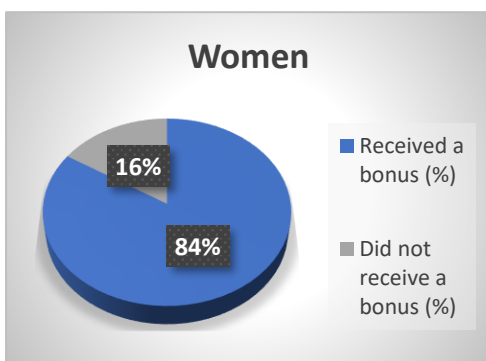
The mean is calculated by adding up all the wages of employees in a company and dividing that figure by the number of employees. This means the final figure can be skewed by a small number of highly paid individuals. The median is the number that falls in the middle of a range when everyone's wages are lined up from smallest to largest (quartiles) and is more representative when there is a lot of variation in pay.

Boundless Gender Pay Gap 2023/2024

Boundless by CSMA Gender Pay Gap		
Difference between men and women		
	Mean	Median
Pay Gap	27.1%	8.4%
Bonus Gap	65.8%	34.8%



Proportion of males and females receiving a bonus payment.



The mean pay gap has decreased from 32.0% to 27.1% when compared to last year. The median pay gap has increased from -0.84% to 8.4%. The reason for this is having more younger (under 23 years of age) casual female employees, resulting in lowering the median hourly rate to £9.41, versus the male median hourly rate of £10.27.

The median bonus gap has decreased from 38.1% to 34.8%. The mean bonus gap has increased from 61.6% to 65.8%. The bonus gap is due to the payment of bonuses being higher overall for males, with this higher total being split between 41 male employees receiving a bonus, compared to 95 females receiving a bonus.

Our yearly bonus is performance-based only and gender neutral by design, and our reward system is free from gender bias. However, the shape of our workforce and its working patterns drive our mean bonus gap.

Although females in the bottom quartile still represent a high percentage of the workforce, this has decreased by 6% from 85% to 79%. Another change to highlight is in the top quartile, where the percentage of females has increased to 54% compared to 48% last year. This means we are seeing a shift in each quartile resulting in women increasing in the higher quartiles and males increasing in the lower quartiles.

How Boundless is tackling its gender pay gap

Although the data shows positive movement in relation to more women being positioned in the top quartile, it's important that we continue to take action to drive positive changes around diversity in the business.

Studies show that the gender pay gap widens dramatically after women have children. Boundless actively encourages the uptake of flexible working for men by promoting shared parental leave and offering enhanced shared parental pay at the same level as enhanced maternity pay, so that not only women carry the 'burden' of having to reduce their hours and therefore their pay as a result of starting a family. Our family leave and flexible working arrangements are available to all to enable families to redistribute caring responsibilities.

To further encourage men to take their full paternity leave, last year we introduced full pay for both weeks of paternity leave instead of only paying statutory paternity pay.

In the past 10 years over 80% of women who have taken maternity leave have returned to work either full time or part time. All requests for flexible working have been accommodated and accepted by the business with little or no negotiation.

Over 15% of all employees who have taken maternity/shared parental leave have had more than one instance of maternity/shared parental leave during their employment at Boundless.

We will continue to monitor the proportion of men and women taking shared parental leave, and the proportion of women who stay at Boundless after more than one instance of maternity leave. Last year we reviewed and improved our family-friendly policies, allowing extra flexibility and assistance for our employees.

We regularly gather feedback from employees on work/life balance and our flexible working policies and arrangements. Over 90% of our employees state that Boundless promotes a good and healthy work/life balance and this is reflected in our working practices. The introduction of a flexible hybrid working model following the pandemic further enhanced the flexibility offered to employees. We are planning to keep the permanent hybrid structure in place and are not planning to return to working from the office full time.

Our recruitment process contains both structured and unstructured interviews in order to reduce the impact of unconscious bias creeping in and influencing decisions. At Boundless, we use skill-based assessment tasks as part of our recruitment process. Rather than relying only on interviews, we ask candidates to perform tasks they would be expected to perform in the role they are applying for. We use their performance on those tasks to assess their suitability for the position. The task is the same for all applicants applying for the role, and our standardised scoring process ensures fairness across candidates.

We don't include a salary history question on the job application form and do not ask applicants to provide information on their pay in previous roles. We offer a salary based on someone's skills and experience, rather than their perceived worth and negotiating skills.

All our roles are advertised internally, giving an equal opportunity to all to apply. Internal applicants (as with external candidates) are part of a structured interview process that includes a standardised scoring system to ensure fairness across candidates.

Internal posts are advertised with a salary or salary range. This empowers all colleagues to challenge the salary on offer and provide them with a realistic expectation of the salary available for a certain role.

This year we are planning to make changes to our reward and recognition process. These will include providing more transparency in the process for promotions, pay rises and rewards, and ensuring all employees have equal opportunities to progress.

We work with several recruitment and search agencies who assist in filling our vacancies. We actively encourage all agencies to provide gender-balanced shortlists. This is of particular importance to us and an essential requirement when recruiting for senior/executive-level roles.

To further promote diversity and reduce the impact of unconscious bias in recruitment, we will keep ensuring that:

- All recruitment panels are gender balanced
- The leadership team and managers have undertaken unconscious bias training
- Our Equality, Diversity and Inclusion policy is shared with the recruitment agencies

We operate a structured gender-neutral pay and reward process. A specialist external agency benchmarks all our roles. Starting salaries are set according to benchmark, level of skills and experience, fairly and consistently.

Other remuneration, including benefits and bonuses, are set in a structured way across the business. The company's remuneration policy is available to all staff.