



TENTH
REVOLUTION

Gender Pay Gap Report 2024



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Lewis Miller

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Chief Financial Officer
Tenth Revolution Group

Welcome to the sixth edition of our Gender Pay Gap report, which profiles results from the UK entity of Tenth Revolution Group.

We understand that championing an inclusive culture will lead to greater innovation, better decision-making and elevated employee engagement across our business, but crucially, it's the right thing to do.

As this report shows, we are continuing to invest our time and resources into implementing and evolving our EDI initiatives and working towards fulfilling our goals, both inside our organisation and in the tech industry-at-large. Internally, this includes Balance, our successful coaching programme for women and non-binary employees, and a renewed emphasis on improving the EDI frameworks we have set up behind the scenes.

Our results tell us that we are making progress, albeit at a gradual pace. But, from our experience, we know this takes time; time to embed and enhance our EDI practices, time to bring colleagues on this journey with us and time for our mentoring and development opportunities to translate into tangible career progression for women across our business.

We are as committed as ever to driving positive change for our people. We also remain ambitious in our outlook towards EDI and are confident that we are on the right path to tackling our Gender Pay Gap and effectively building a workplace that is inclusive to all.

Gender Pay Gap Report 2024

About our Gender Pay Gap reporting

Regulations from the UK government state that employers with 250 or more employees must report and publish their Gender Pay Gap data on a specific date every year for each of their legal entities.

This means we must publish data for Nigel Frank International Limited, which is our only UK legal entity with more than 250 workers and as a result, this is the data you will find within this report.



How the Gender Pay Gap differs to Equal Pay

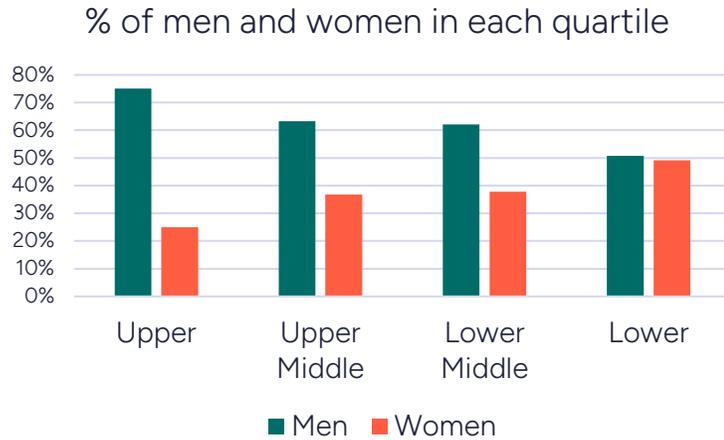
The Gender Pay Gap measures the difference between men and women's average pay.

By contrast, Equal Pay is the legal obligation under the Equality Act 2010, that ensures a woman and a man performing the same work, at the same level, in the same organisation, receive the same pay.

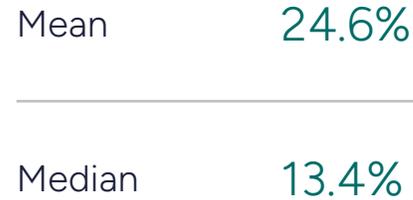
We are confident that men and women receive equal pay for the same jobs, similar jobs, or work of equal value across our workforce, as we have established pay bands for the majority of roles across our organisation. It should also be noted our pay gap is driven by an imbalance between men and women in senior roles.

Our Gender Pay Gap reporting requirements enable us to scrutinise the challenges we may be facing as a business and help us identify where we need to focus our efforts to overcome these.

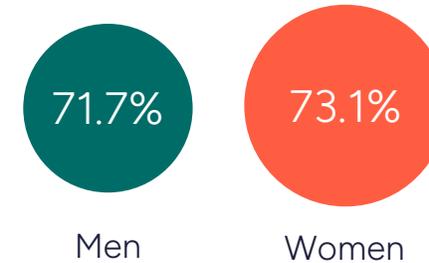
Our figures



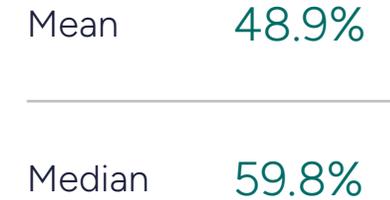
Hourly Pay Gap



Proportion of men/women receiving bonus pay



Bonus Pay Gap



How our Gender Pay Gap figures are calculated

In line with requirements for UK reporting, the first graph shows the distribution of men and women across each pay quartile. Self-reported data from our employees tells us that less than 1% of our workforce identifies as non-binary or another gender identity.

Our mean hourly pay gap is calculated by adding the total pay of employees and dividing this figure by the number of employees. This calculation is completed separately for men and women, then totals are compared. This 'true average' is skewed by a small number of high or low earners.

The median pay gap is the salary amount with exactly half our employees above it

and half below. This is broadly understood to be a representation of 'typical pay' as extremes do not affect the median. Both our mean and median figures skew in favour of male employees.

In this reporting period, 73% of women in our business received a bonus payment (which also includes commission payments), compared to 72% of men.

Our bonus pay gap, defined as the difference between the average bonus pay of female employees and the average bonus pay of male employees, is also impacted by the proportion of men within the higher quartiles compared with the number of women.

How our findings compare to our last snapshot

Number of women in leadership

Upper Decreased by 3.6% 

Upper Middle Increased by 0.2% 

The Hourly Pay Gap

Mean Increased by 0.3% 

Median Decreased by 0.3% 

The Bonus Pay Gap

Mean Decreased by 4.4% 

Median Increased by 12.3% 

Addressing the number of women in leadership roles has been a longstanding priority for us and one of the ways we are tackling the pay gap.

Our strategic focus has centred on the upper middle quartile of our workforce; a powerfully influential demographic. Role models within this segment are instrumental to inspiring others and helping junior-level employees identify clear routes for progression.

However, despite our best efforts, we are disappointed by the decline in the number of women in our upper quartile population but pleased to see an incremental increase in our upper middle.

As part of our wider EDI strategy, our Balance coaching programme (detailed later in this report) is one of the actions helping us to address this by supporting women and non-binary employees in their career journeys.

We acknowledge that a higher proportion of men hold leadership positions, meaning that a pay gap persists. In reality, embedding tangible and meaningful change and supporting women in their progression to senior roles within our upper quartiles all takes time. Pushing forward with our EDI priorities (summarised later) remains part of our longer-term goals.

It should be noted that we review our remuneration policies every year and we are confident that our pay structure is fair to all. Pay is not determined by gender, race, age or any other protected characteristic and commission rates are also uncapped for all eligible employees.

Our approach to addressing inequalities

Tenth Revolution Group's equality, diversity and inclusion (EDI) programme has been in place for nearly five years and I'm extremely proud of what we have accomplished so far.



Caroline Fox

Caroline Fox

Global EDI Strategy Lead, Tenth Revolution Group
APSCo Embrace Committee member

Initially, we focused our efforts on raising awareness of EDI among our employee community and setting up initiatives to prompt meaningful conversations and tackle inequalities. More recently, we started to explore the intersection between gender and other personal characteristics and how we can ensure everyone gets a seat at the table.

Whilst continuing to deliver these projects and initiatives, we are also pivoting our focus to include an appraisal of the processes and frameworks we have implemented behind the scenes or that we still need to put into action. This will ensure they are fit for purpose and aligned to our goals.

By getting the foundations right, we can build a successful approach to EDI that will become fully embedded in our company and work culture going forward. And by developing our employees' understanding of EDI in the workplace and how it impacts them, we hope they will apply this knowledge and enhanced level of empathy to their interactions with candidates and customers.

This annual report is always a welcome reminder of how far we've come and where we're headed as a business, as well as the areas where we need to do better. I am eager to see what we will achieve next and how we will continue to exert influence across the tech industry.

Our EDI journey so far

September 2020
Global Diversity Matters Steering Committee created

Meetings between C-Suite and leaders to discuss our EDI strategy and progress

March 2021
First Employee Social Groups created

Networking for employees with shared characteristics, experiences and interests

July 2021
Your Career Journey

An opportunity for employees to shape their career path based on their aspirations

November 2021
Our first employee EDI feedback workshops

Hosted by a Board member, inviting feedback on gender equality in the business

March 2022
Zero Discrimination Pledge

A commitment from employees to celebrate diversity, embrace inclusivity and reject discrimination

November 2022
Review of family-friendly policies and guide

A revamp of our support for parents and carers alongside our flexible working policies and benefits

September 2022 – March 2023
UN Global Compact Target Gender Equality programme

We participated in this accelerator programme to help us draft targets and action plans to advance gender balance.

December 2020
Regional Diversity Matters Committees established

Employee-led committees that organise a range of events and initiatives

June 2021
Inclusivity Training

New training launched and delivered on an ongoing basis, covering harassment and discrimination prevention, and inclusive management practices

September 2021
UN Global Compact and signatories of the UN Women's Empowerment Principles

Signatories to this initiative encouraging adoption of sustainable and socially responsible policies

Your Voice Matters survey

Our bi-annual employee engagement survey enhanced and relaunched, now including questions that allow us to start measuring our Inclusion Index Score

January 2022
Gender Equality Program

Guidelines ensuring equal representation of men and women at company events

June 2022
Launch of Balance Coaching Program

A six-month coaching program supporting women and non-binary employees. Read more about how we're expanding the program in 2024 on page 8.

2023
EDI Consultancy

Sharing our expertise to help our customers diversify their workforces

Spotlight on Balance

BALANCE

Gender Equality in Leadership

Following a series of feedback workshops in 2021, we identified a disparity in the gender representation of our Talent consultants. People of underrepresented genders were taking longer than their male counterparts to reach leadership positions, moving laterally away from our Talent division or leaving the business before progressing into leadership roles. These findings led us to create Balance, a six-month coaching programme open to employees who identify as women or non-binary.



How it works

Participants are matched with a more senior colleague and meet regularly to work towards achieving a professional or personal goal of their choice. There is no set structure, ensuring each coaching journey is bespoke to the participant's individual needs.

A beneficial experience

Feedback from our first two cohorts has been overwhelmingly positive. Participants benefit from meeting new people across the business and building a wider network of role models. Many also report a greater understanding of the career opportunities available to them and feel more confident in their own abilities, achievements and ambitions afterwards.

An expanding programme

This year, we are rolling out our Balance programme to more employees across Tenth Revolution Group, to include individuals from departments outside our Tenth Talent division. We're also expanding the programme to allow additional levels of seniority of staff to be coached and to allow men to be able to opt in for coaching on equality, inclusivity and allyship.

We're excited to see how these enhancements will be received by our workforce and how the programme will shape our organisation's leadership structure longer term.

What our employees say

In March and September every year, we ask our employees to complete an engagement survey which helps us to understand how they feel about working at Tenth Revolution Group. This anonymous survey covers a selection of topics aligned to our engagement index, including leadership, wellbeing, recognition and sustainability.

To help us uncover sentiments towards equality, diversity and inclusion within the business, we ask individuals to rate how strongly they agree with two statements. As summarised opposite, in 2023, an overwhelming majority of our employees agreed or strongly agreed that they feel they can be themselves at work and believe that our company is inclusive to all. We are also pleased to see the numbers moving in the right direction, albeit slowly.

"I feel I can be myself at work"	March 2023	83%
	September 2023	84%
<hr/>		
"The company is inclusive to all, regardless of personal characteristics (such as background, ethnicity, sexual orientation or disability)"	March 2023	83%
	September 2023	84%

*Percentage who either agree or strongly agree with the statement



A positive force in the tech industry

At Tenth Revolution Group, we are committed to moving the dial on gender inequality by sharing our EDI expertise, creating opportunities for underrepresented groups and facilitating conversations between thought leaders from all corners of the tech industry. Below is a summary of our key initiatives:

The logo for Women in Tech, featuring the words "WOMEN" and "TECH" in a bold, black, sans-serif font. The word "IN" is positioned between them, with a green horizontal bar above and below it.

Women in Tech practice

Our Women in Tech practice connects customers with women working in technology and advocates for equal opportunities for women. We provide various consultative services, from supplying diverse candidate shortlists and assisting with writing gender-neutral job adverts to advising customers on how to retain women in their workforce and support their progression into leadership.

The logo for Tech's Leading Women, featuring a circular profile of a woman's face in shades of green and blue. To the right, the text "Tech's Leading Women" is in a teal font, and "WOMEN IN TECH" is in a bold, black, sans-serif font with a green bar under "IN".

Tech's Leading Women white paper and vodcast series

Our specially commissioned white paper features insights from 36 of the UK tech industry's most senior female leaders and shares invaluable lessons on how businesses can support women in the tech space. To delve deeper into our findings, we also filmed a six-episode vodcast series bringing together industry leaders and pioneers from the tech world.

The logo for MentorMe, featuring the text "MentorMe." in a teal, serif font.

MentorMe

Our MentorMe programme aims to empower the next generation of female leaders to succeed. We do this by matching mentors from our network of senior leaders in tech with professionals looking to progress in their careers. It's free to participate, with the option to donate to our global charity, St. Martin's School in Kenya.

The logo for Women in IT Summit & Awards Series, featuring a circular icon with a stylized female symbol in white and orange. To the right, the text "WOMEN IN IT" is in a bold, black, sans-serif font, with "SUMMIT & AWARDS SERIES" in a smaller, black, sans-serif font below it.

Partnerships

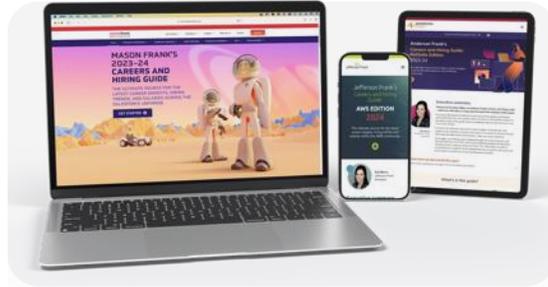
Building partnerships across the tech space is essential to catalysing change and tackling gender inequality. We're longstanding premium sponsors of the Women in IT Summit & Awards and are also signatories to the Tech Talent Charter. We have also pledged our support to initiatives such as the Salesforce Talent Alliance, AWS Restart, Investing in Women, and 10,000 Interns Foundation.

A positive force in the tech industry



Digital Revolution Awards

We launched the Digital Revolution Awards in 2020 to shine a spotlight on excellence within the tech industry and celebrate those who harness technology as a force for good. Our dedicated EDI award categories recognise individuals and organisations in the tech space making tangible efforts to promote inclusivity, foster diversity and champion underrepresented groups.



Careers and Hiring Guides

Every year, we publish a series of Careers and Hiring Guides that profile the latest recruitment trends and salaries in the Microsoft, AWS, Salesforce, NetSuite and ServiceNow ecosystems. These publications also include a comprehensive snapshot of EDI developments across global tech communities, accompanied by insightful commentary from trailblazers and experts.



EDI consultancy offering

Through our EDI consultancy offering, we help our customers to diversify their own workforce. This service is delivered alongside our recruitment solutions and aligned to our customer's EDI strategy and goals. By providing this tailored support, we can accelerate their journey towards building an inclusive workplace.



Round tables

We invite our customers and contacts across our network to take part in round tables. This is an opportunity for us all to discuss our first-hand experiences of key issues impacting the tech community, including those centred on EDI, and how we can work together to influence others and enact positive change.



Our EDI priorities in 2024

We continuously seek new opportunities to enrich and evolve our approach to EDI. This is underpinned by our company's purpose, strategic priorities and values, and positioned within the wider context of developments and trends in the global tech industry. Throughout 2024, our priorities include:

Diversity data tracking

We are conducting a full review of the diversity data we collect and how we use this information. This has always been legally compliant, anonymous and confidential, but we are undertaking various improvements that will enable us to profile the diversity of our workforce in more depth.

EDI learning review

A full review of our EDI learning modules is underway to ensure the content and format align to our employees' roles, departments and level of seniority. We have implemented a new LMS and will use this valuable platform to further consolidate and streamline our learning practices.

Expanding our focus

We are widening the scope of our EDI activities to incorporate the intersectionality between gender and other diversity characteristics, including ethnicity, disability and social mobility. By deepening our understanding of these complex relationships, this will better inform our EDI strategy.

Equality plans

Our country-aligned equality plans got underway in 2023, comprising a new framework for our EDI actions, processes, metrics and targets. These incorporate legislative requirements and meet a more-than-minimum global standard, replicated across multiple geographical territories.

Voluntary reporting review

We are building on the data we collect and share and adopting a more holistic view of our business globally. Reporting on the gender pay gap is not mandatory in every country, but as part of their Equality Plans, we will be voluntarily reporting on this to improve transparency and accountability.

Anti-discrimination training

Last year, we began rolling out anti-discrimination training to everyone in the business delivered by our leaders, building on the success of the inclusivity training we launched in 2021. Again, this will align with our robust approach to joint commitment and minimum standards.

Inclusive hiring

As advocates for inclusive hiring practices in the tech industry, we started to implement our own Equal Employment Opportunity (EEO) data capture processes in 2023 to acquire further insights about our talent pipeline. This is supported by our Talent Acquisition team who will be focusing on recruiting more diverse candidates.

Additional priorities in 2024

Environmental Social Governance

Our new approach to Environmental Social Governance (ESG) will bring together our pre-existing diversity, sustainability and wellbeing programmes. This will enable us to enhance our commitment to ESG and more effectively align these programmes to our strategic business priorities.

Leveraging knowledge from the UN Global Compact

Following our participation in the Target Gender Equality and Sustainable Development Goals (SDG) Ambition Accelerator programmes last year, we will be looking to incorporate our new learnings into our ESG agenda and diversity strategy.

Impact Report

We will be publishing our first Impact Report this year to provide a detailed overview of our actions relating to EDI, sustainability and wellbeing. We will update this report annually, ensuring we keep our employees and customers informed of our progress.



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