



IN BUSINESS FOR PEOPLE. GENDER PAY GAP REPORT

UNIT4

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INTRODUCTION

This is our second year of reporting on the Gender Pay Gap for our UK business. As highlighted in the 2017 report Unit4 is on a journey of transformation. This is predominately driven by our customers expectations in the ever-evolving digital software business and also our drive to differentiate ourselves.

We have continued to challenge the norm regarding diversity and really consider a wider approach around our end to end processes ensuring we drive focus around our people.

We have extended our Graduate recruitment into the Professional Services part of our organisation since the 2018 data capture for our report, this demonstrates the continued emphasis on the initiatives that we committed to achieving. Our focus on competencies to ensure we have the best employees in the right roles is captured in the global job framework and strengthening career paths and this will become a greater area of focus for us in 2019.

We have also launched our first Key Talent Program in the UK of which two delegates have already obtained promotion as a result of being in that program (50/50 gender split). Along side this we are focused on our Succession planning and building opportunities across the business regardless of any diversity classification.

Our business continues to ensure that our Key Behaviours underpin everything we do in regards to our people.



Lisa Dodman
VP HR

WE ARE REQUIRED BY LAW TO PUBLISH AN ANNUAL GENDER PAY GAP REPORT

Under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, as an employer of over 250 employees we are required to publish the following report and to retain it on our website for a period of three years.

The gender pay gap shows the differences in the **average pay between men and women**

- This is its report for the snapshot date of 5 April 2018
- The mean gender pay gap for Unit4 Business Software UK is **24.3%**
- The median gender pay gap for Unit4 Business Software UK is **22.8%**
- The mean gender bonus gap for Unit4 Business Software UK is **45.9%**
- The median gender bonus gap for Unit4 Business Software UK is **27.4%**
- The proportion of male employees in Unit4 Business Software UK receiving a bonus is **55.9%** and the proportion of female employees receiving a bonus is **57.1%**

Pay quartiles by gender

Bond	Males	Females	Description
A	54.7%	45.3%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	65.1%	34.9%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	65.1%	34.9%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	79.7%	20.3%	Includes all employees whose standard hourly rate places them above the upper quartile

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Managing Gender Pay Gap for April 2018

TOTAL UK Payroll

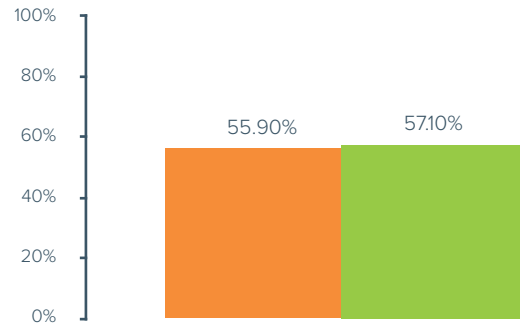
Gender Pay Gap

Mean gender pay gap	24.3%
Median gender pay gap	22.8%

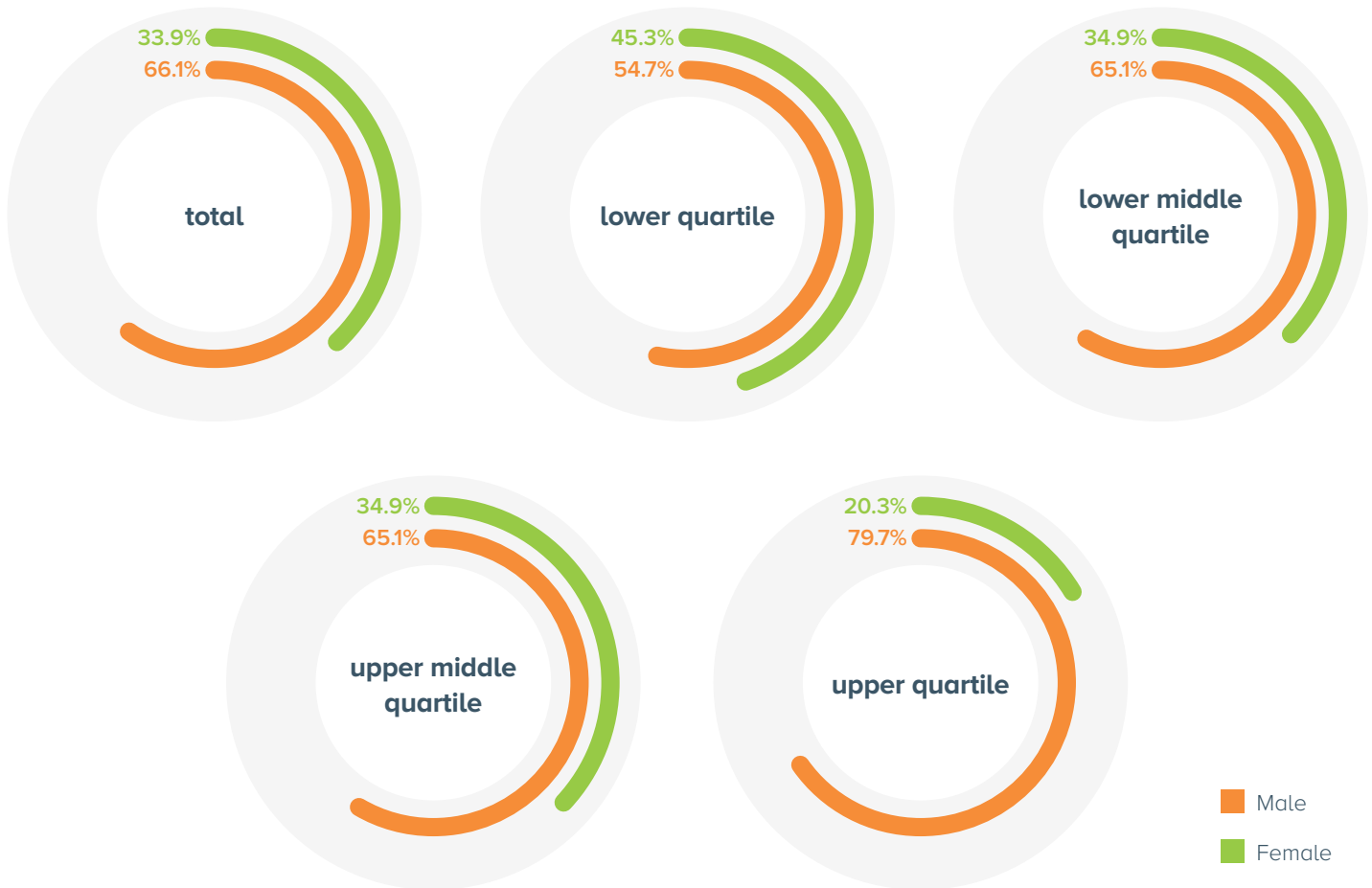
Bonus Pay

Mean bonus gender pay gap	45.9%
Median bonus gender pay gap	27.4%

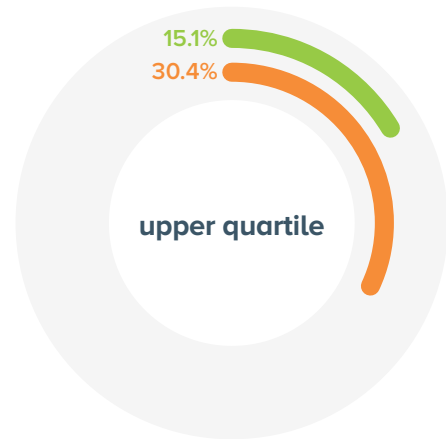
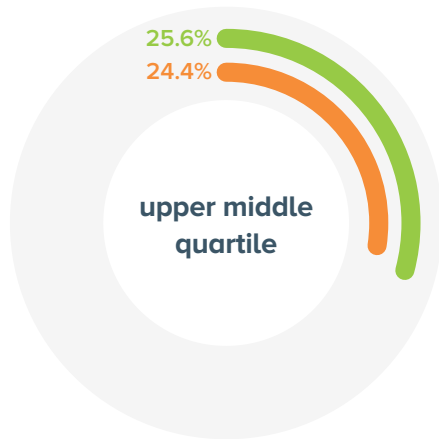
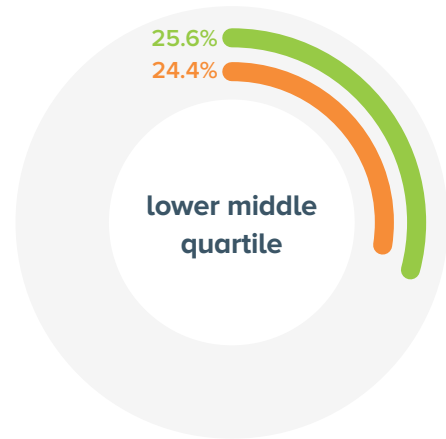
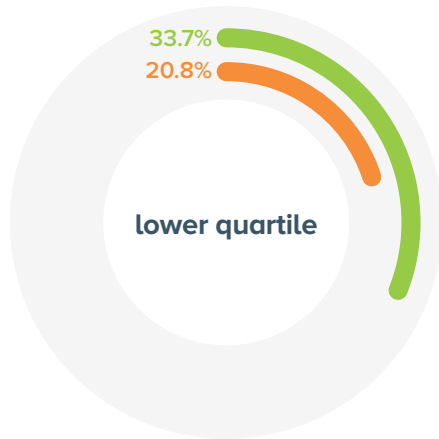
Proportion receiving bonus payments



Proportion of gender in each Quartile pay band



Split of Gender per Quartile



Proportion of each Gender



WHAT ARE THE UNDERLYING CAUSES OF OUR GENDER PAY GAP?

Under the law, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

Unit4 Business Software UK is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, it:

- carries out pay and benefits audits at regular intervals;
- provides regular equal pay training for all managers and other staff members who are involved in pay reviews; and
- evaluates job roles and pay grades as necessary to ensure a fair structure. We use a Global Job Framework to benchmark the role, ensuring the focus is on the role not the employee in role.

Unit4 Business Software UK is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract which is also commensurate with the industry we work in.

The makeup of our workforce includes multiple offices employing for example multiple front-line reception roles and these are generally in the lower quartile for pay. Similarly, sales have a vast pool of males and the pool of candidates we source from is therefore largely male. These are in the upper quartile. This was the situation in our 2017 report and continues to be the case in this data set too.

In the make-up of Unit4 Business Software UK's workforce, where all of the front-line reception roles are held by women, while the majority of line manager and senior manager roles are held by men. In addition, the majority of the relatively highly paid senior leadership roles are held by men and not women. It should be noted that employing a diverse population is key in all of the hiring decisions Unit4 undertakes, however despite taking a diversity focused stance, for many senior roles fewer women apply for certain roles, this is particularly true within Sales and Professional Services as examples.

This can be seen above in the table depicting pay quartiles by gender. This shows Unit4 Business Software UK's workforce divided into four equal-sized groups based on hourly pay rates, with Band A including the lowest-paid 25% of employees (the lower quartile) and Band D covering the highest-paid 25% (the upper quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each Band. However, within Unit4 Business Software UK, 45.3% of the employees in Band A are women and 54.7% men. The percentage of male employees increases throughout the remaining Bands, from 65.1% in Band B and C to 79.7% in Band D.

HOW DOES OUR GENDER PAY GAP COMPARE WITH THAT OF OTHER ORGANISATIONS?

Looking at last years reported figures for our Competitors we sit with in the range of Gender Pay gap reported for Mean and Median: Oracle UK 20.7% & 17.8%; SAP UK 29% & 30.4% and Infor UK 35.3% & 32.3%.

The median gender pay gap for the whole economy (according to the November 2016 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 18.1%, while in the skilled trade occupations the gender pay gap sits at 25.1%. At 24.2%, Unit4 Business Software UK mean gender pay gap is, therefore, slightly lower than that for our sector.



WHAT ARE WE DOING TO ADDRESS ITS GENDER PAY GAP?

As we can see Unit4 Business Software UK's gender pay gap sits favourably within our competition, albeit that we strongly believe in driving our actions for what we believe in, not because of anything our competitors may be doing. We will continue with our commitment to reducing this gap over a period of time. We continue to see fewer female candidates for the more technical roles and the more senior sales roles.

Our Commitment to work with the Tech Charter continues and Unit4 Business Software will also continue to promote gender diversity internally with the Global Women's network launched in January 2019 along with our continued focus areas as below:

Global Job Framework: used for benchmarking of all roles and salary benchmarking, comparing the roles not the employee with the assistance of Radford as our survey tool of choice.

Flexible working policy: to ensure that all employees in all areas and levels of the business can request for the business to consider an application and this need is not limited to part-time working.

Flexi-time Policy: to encourage employees to manage their own work time, as appropriate within the role they perform to enable a better level of work/life balance for all.

Unconscious bias: Inclusion workshops were rolled out in December 2018 with more planned for early 2019 to generate and continue to embrace an inclusive culture, challenging our unconscious bias and enabling all employees to share their views.

Creating an evidence base: We will use the cumulative data from our Gender Pay Gap reports to help identify any barriers to gender equality and inform priorities for action.

Launch of Unit4 Includes: 2018 saw the launch of a program to encourage diversity in the work place and encourage women into the Software Industry.

As we previously stated none of these initiatives will, of itself, remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, Unit4 Business Software UK is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

APPENDIX

UK Ops only

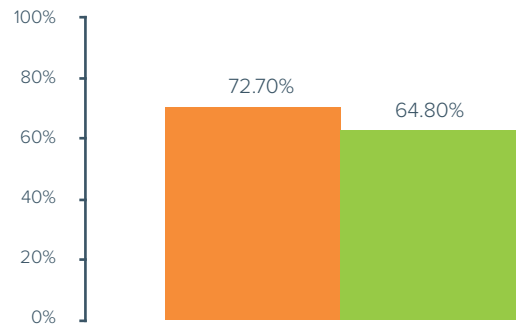
Gender Pay Gap

Mean gender pay gap	26.1%
Median gender pay gap	27.3%

Bonus Pay

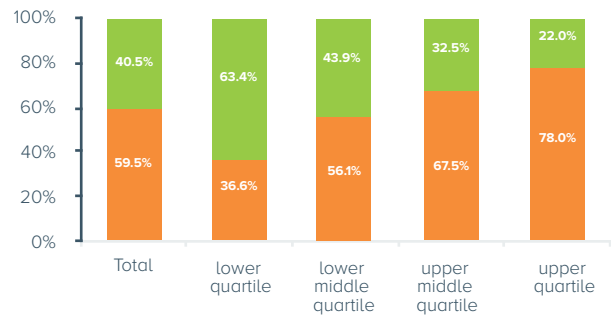
Mean bonus gender pay gap	63.6%
Median bonus gender pay gap	37.4%

Proportion receiving bonus payments



Proportion of gender in each Quartile pay band

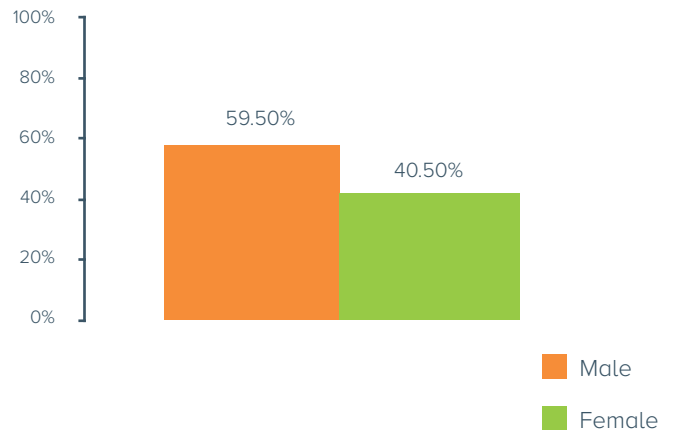
	Male	Female
TOTAL	59.5%	40.5%
lower quartile	36.6%	63.4%
lower middle quartile	56.1%	43.9%
upper middle quartile	67.5%	32.5%
upper quartile	78.0%	22.0%



Split of Gender per Quartile

	Male	Female
lower quartile	15.5%	39.4%
lower middle quartile	23.7%	27.3%
upper middle quartile	27.8%	19.7%
upper quartile	33.0%	13.6%

Proportion receiving bonus payments



Corp Departments

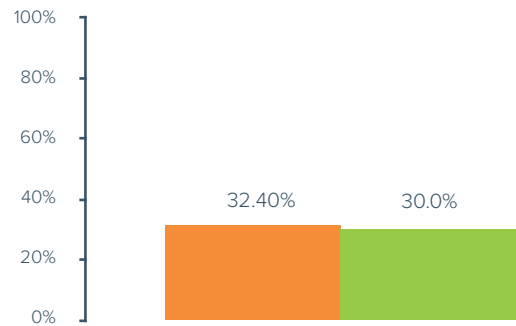
Gender Pay Gap

Mean gender pay gap	17.2%
Median gender pay gap	2.0%

Bonus Pay

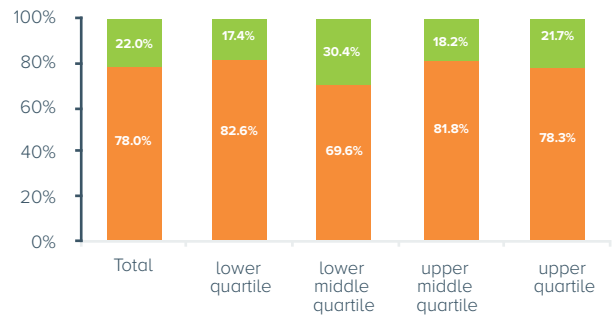
Mean bonus gender pay gap	58.8%
Median bonus gender pay gap	(60.4%)

Proportion receiving bonus payments



Proportion of gender in each Quartile pay band

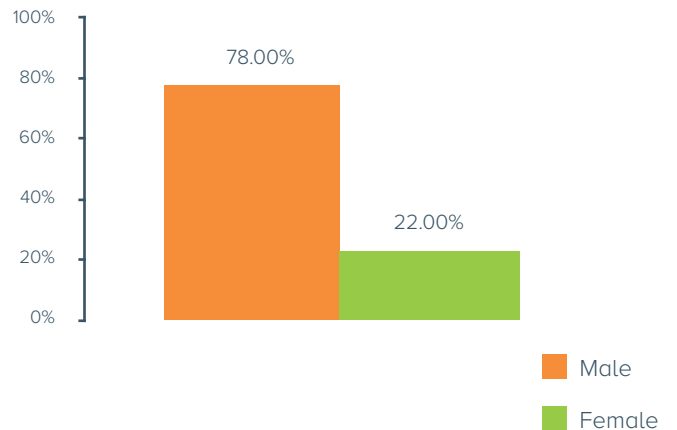
	Male	Female
TOTAL	78.0%	22.0%
lower quartile	82.6%	17.4%
lower middle quartile	69.6%	30.4%
upper middle quartile	81.8%	18.2%
upper quartile	78.3%	21.7%



Split of Gender per Quartile

	Male	Female
lower quartile	26.8%	20.0%
lower middle quartile	22.5%	35.0%
upper middle quartile	25.4%	20.0%
upper quartile	25.4%	25.0%

Proportion receiving bonus payments



About Unit4

Unit4 is in business for people. We've specialized in software for service organizations, where people make the difference, since the early 1980s. Today, we build the smartest enterprise applications on the planet. Our technology is central to the organizations we serve – it improves efficiency and productivity, and allows people to spend more time on meaningful work. Using the latest AI, machine learning and digital technologies, our customers can make more sense of business-critical data than ever before. Our cloud ERP, financial management, corporate performance management and industry-focused solutions generate rapid value in the strategic processes of organizations from sectors including professional services, higher education, public services and not-for-profit – helping each person to create better value for themselves, their organization and their customers.

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