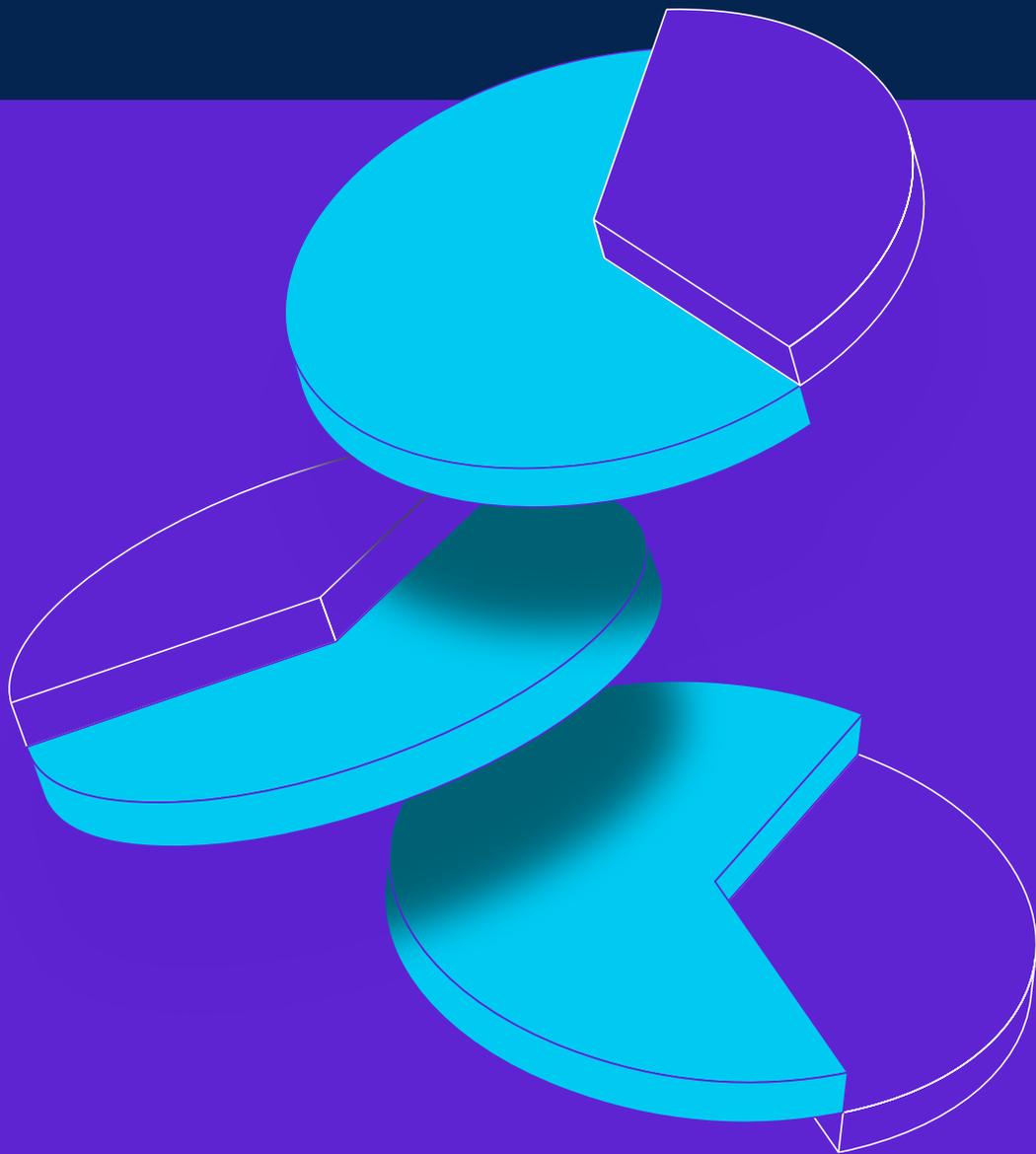


# Gender Pay Gap Report

April 2019



# Introduction

At GoCardless we view diversity as both a strength and an opportunity. Our ambition is to look beyond pure demographics and truly understand the depth of backgrounds and experiences our people contribute.

In doing so we can better understand our customers and serve their needs; it can also inspire our thinking so we can be more creative, innovative and make further progress towards being a place where everybody can succeed.



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When it comes to our gender pay gap, we know there's work to do to ensure parity and we'll continue to look at initiatives that'll help us move forward in a positive way. Encouragingly, we've increased the percentage of women employed in our UK business from 33% to 37% in the last year, and boosted women in leadership roles from 13% to 18%.

However, these calculations show our women employees received 64p for every £1 earned by men colleagues, a gap that is higher than the national average.

This gap is driven by a few things: women in GoCardless are over-represented in operational and support roles which typically represent lower pay levels, and under-represented in our Product Development team, which has some of our highest paying roles. Men also dominate sales jobs where the majority of our bonus payments are made.

These are serious disparities. But we're serious about finding solutions to them. That's why we've set out a programme of constant monitoring and data review, and have set targets to redress the inconsistencies.

# A little about GoCardless

## **We take the pain out of getting paid for businesses who take recurring payments**

We've created a global bank debit network, to rival credit and debit cards. On top of it, we've built a platform designed and optimised for taking invoice, subscription, membership and instalment payments.

We now process \$10 billion in transactions a year and we're proud to count 50,000 businesses around the world as our customers, from small businesses to household names.

Our employees come from all over the world, and we're proud to say GoCardless consists of people from over 35 nationalities, making us more diverse than most. In addition, employees that identify as LGBTQ+ make up 10% of our workforce, more than double the national UK average.

# How things looked as of 5th April 2019

## Mean and median gender pay gap

In 2018, the first full year of reporting, the government found that the **mean national gender pay gap had fallen to 8.6%** among full-time workers from 9.1% in 2017.

That means companies across the UK last year paid women on average 91.4p for every £1 men earned.

**At GoCardless, the mean difference on 5 April 2019 was 35.8%. Women get 64.2p for every £1 that men receive.**

**We are also underperforming on median pay.**

The national gap is 8.4% and ours is 41.9%. While that is above the national average, it is comparable with other companies in the tech sector, where the disparity is 25%<sup>[1]</sup>.

Women dominate the lowest pay quartile at GoCardless, occupying 66% of jobs. Conversely, they hold a small proportion of jobs in the highest quartile — 15%.

Our executive team is equally underrepresented — as of April 2019 just one of the six is a woman.

Part of the reason for this imbalance can be found in the jobs that comprise the higher-paying quartiles. Hourly rates increase for what we term on-call roles, of which more than 80% are occupied by men. Similarly, the better-remunerated Leadership and Product Development jobs are predominantly held by men. Armed with this data, we will give special attention to tackling the uneven distribution in the top two quartiles.

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[1] [Mercer Report](#)

## Bonus pay gap

The average bonus gap at GoCardless was 48.3%, meaning men were paid almost double that of women counterparts. The mean was lower, at 24.9%, but only 22.9% of women employees were given the one-off payments, compared with 35.5% of men at GoCardless.

There are a number of reasons for these variations. We give a number of bonuses, including executive, referral, commission, and discretionary bonuses. In 2018, executive bonuses at GoCardless were given only to men in the Leadership team, because the only woman leader among them had been at GoCardless less than a year.

Furthermore, bonuses were paid predominantly to the Sales team, of which women comprise less than a third. Of the qualifying employees, 31% were paid bonuses, and half of those were in a male-dominated Sales team.

# Closing the gap

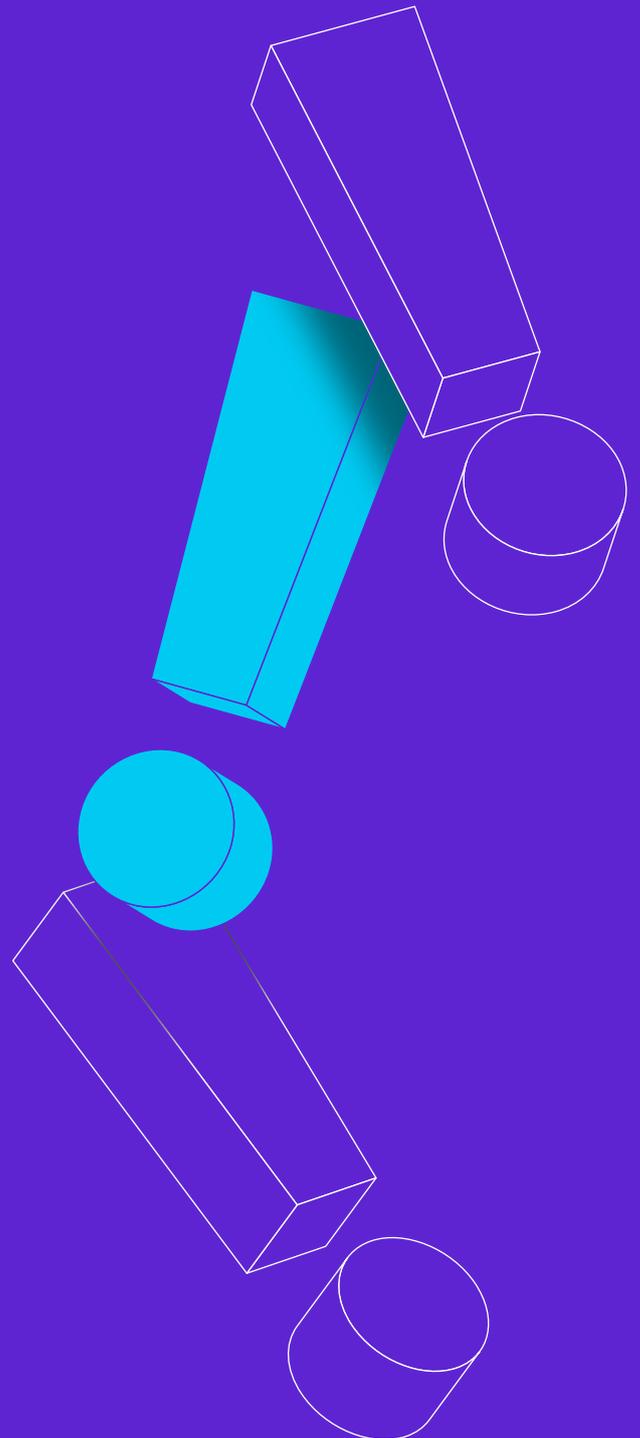
## **GoCardless is committed to ensuring we have a diverse workforce that is given equal opportunities to succeed**

Our Vision 2020 programme seeks to ensure staff from under-represented groups are supported and that we have a workforce that fairly represents the communities in which we work.

By April 2021 we aim to have a more balanced employee base, with women holding at least 45% of posts. We are also striving to have women holding 18% of technology roles and 25% of leadership positions.

We believe that we can achieve these targets by focusing on four key areas: awareness, policies, mobility and hiring.

# Awareness



# Awareness

We are raising awareness of diversity in the workplace through focus groups, bias training and running inclusion surveys to help us all get a better understanding of the key issues.

- **Women's network group**

An employee led group has been created for women at GoCardless focusing specifically in attracting, supporting, and sponsoring women in the business

- **Bias training**

We'll look to roll out training for employees and managers on unconscious bias, to ensure we always challenge assumptions when we hire or deliver performance reviews.

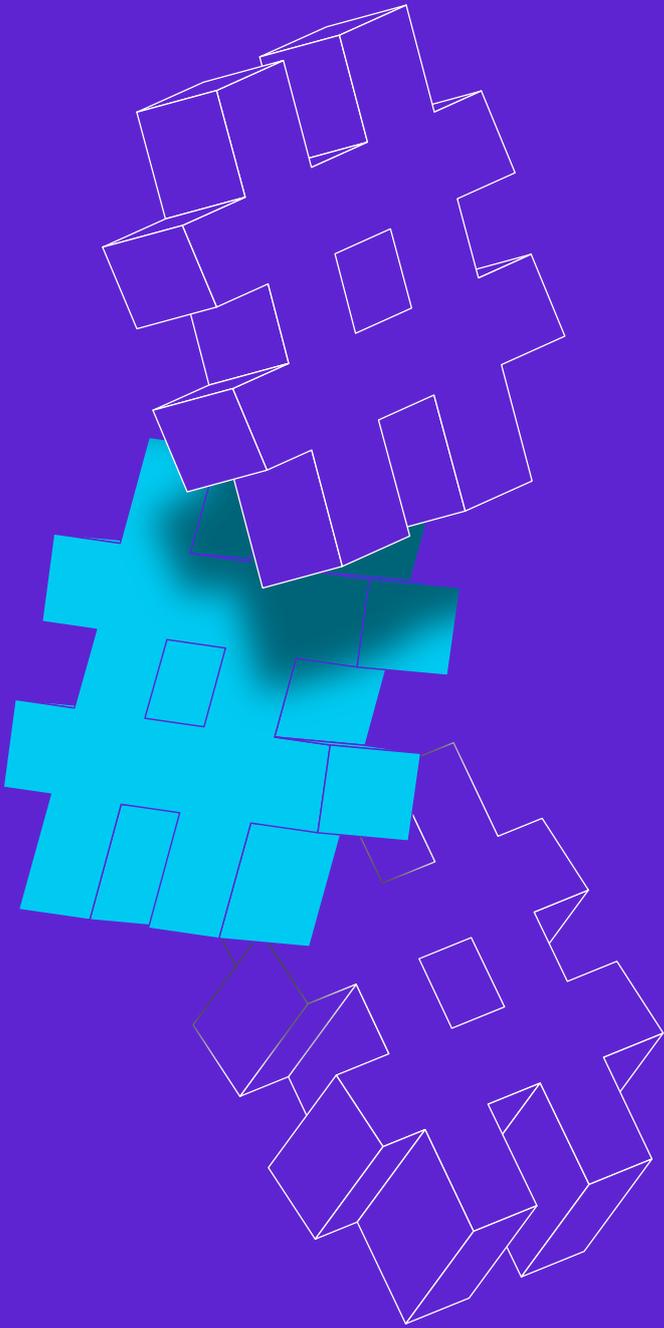
- **Assessing inclusion**

We will continue to provide inclusion surveys to GoCardless to understand whether demographic groups experience life at GoCardless differently, to help us define areas of action.

- **Flexible working**

We'll be focusing on raising awareness of flexible working policies and parental leave policies for both women and men.

# Policies



# Policies

We're taking a fresh look at our corporate policies on such things as parental leave and performance measures to ensure they are fair and consistent and to remove bias from promotion reviews.

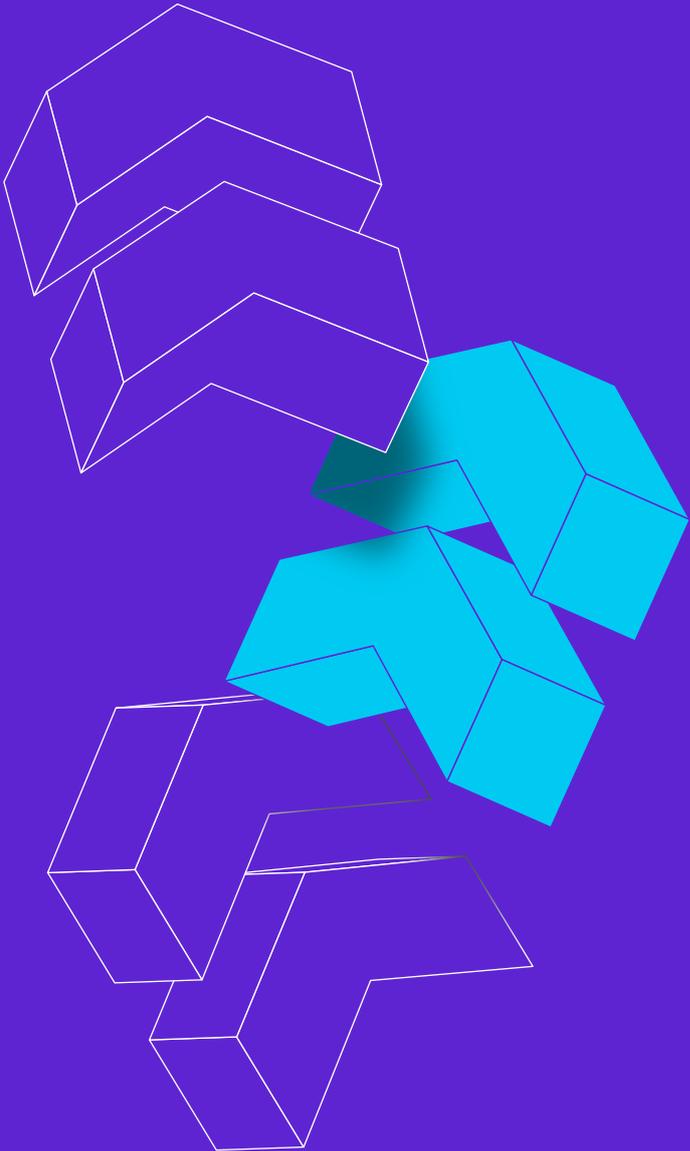
- **Parental leave**

We offer parental leave packages that motivate new parents to share leave. Doing so, allows both parents to have an active role in their child's first year and creates greater equity in the workplace.

- **Improving our promotion process**

We're aiming to create greater fairness and consistency across departments by introducing a standard promotion process that relies on a skills-based assessment through our competency framework.

# Mobility



# Mobility

We're examining mobility within GoCardless to give us insights into how well we are fulfilling our responsibility to giving everybody an equal chance to excel and progress.

- **Mentoring**

Mentoring has shown to help women advance in their career, by creating a support network, providing sponsors, and building confidence. We're introducing mentoring programmes to encourage mobility within GoCardless.

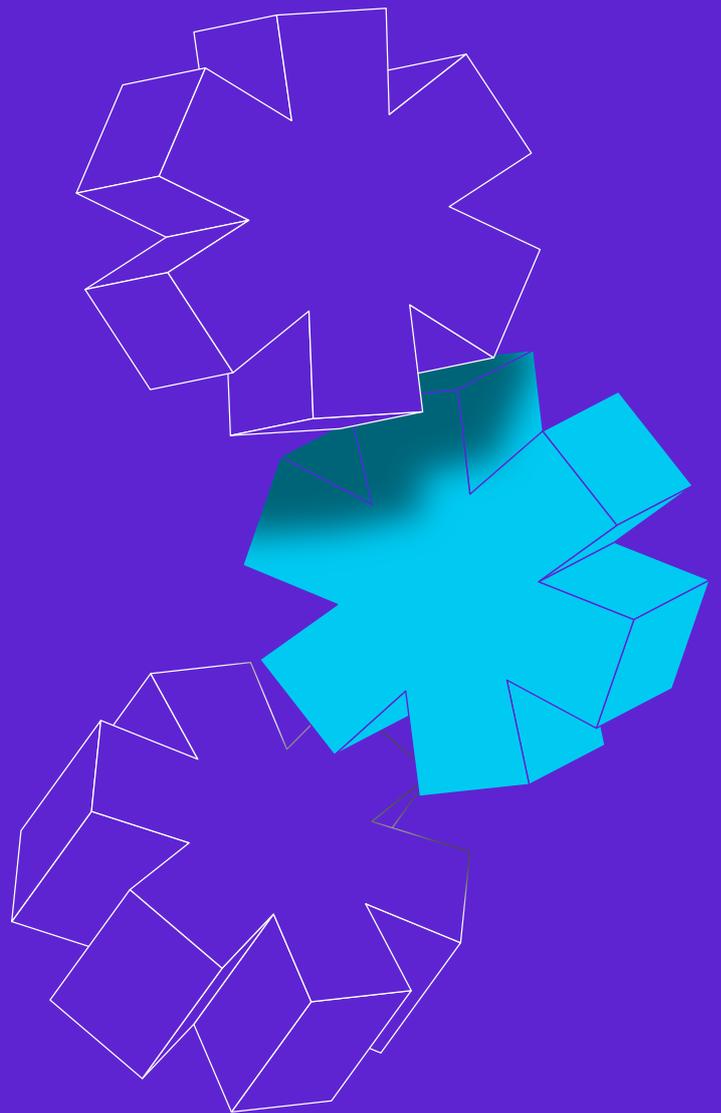
- **Assessing promotion rates**

We're assessing promotion rates across genders to understand whether we're providing opportunities for development to everyone.

- **Internal jobs board**

We have developed an Internal Jobs Board to highlight opportunities for our employees across the business. Combined with a transparent competency framework across the business, employees can understand what's expected of them when applying for new roles.

# Hiring



# Hiring

Improving our hiring practices means eliminating biases in the interview process and ensuring vacancies are advertised in a transparent manner, as well as making sure we compile a gender-balanced list of shortlist candidates for every role we advertise

- **Gender neutral job ads**

We'll continue to assess our job ads to make sure they're gender neutral and we're looking at better promoting the opportunities for flexible working or reduced hours.

- **Women in tech**

We're looking at how we can attract more women candidates for roles in our Product Development team, by engaging with specialised jobs boards and partnerships with external foundations and initiatives, as well as ensuring a diverse short list of candidates per role.

- **Women in leadership**

Since 2018, we've improved the percentage of women in leadership roles by 5% while significantly growing the size of our team. We aim to improve this to 25% by April 2021 by continuing to highlight the benefits and culture at GoCardless, and by improving our hiring practices for example, ensuring we're shortlisting women for interview.

I confirm the accuracy of these numbers in line with the Equalities Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Hiroki Takeuchi**  
CEO, GoCardless

