



Gender Pay Gap Report 2020



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Building on 25 years of expertise, we remain a responsible business that our customers, partners and our people are proud to work with. Promoting and supporting diversity and inclusion at Zen is an important element of our future strategy. Our ambition is to be as diverse and inclusive as the customers and communities we serve, and the people who work for us.

Gender diversity is an important part of our D&I strategy and we're committed to closing our gender pay gap through engaging with everyone at Zen. We want to make sure that all our people are treated fairly and equally, and that talent is the only criteria for success. Our people-first philosophy and our commitment to building an inclusive culture enables everyone to do their very best at work – regardless of gender or background.

We know great teams are made up of having a mix of great people with a wide range of skills, experience, perspective and approaches, and who embrace individuality and difference. We've made great progress in exploring many opportunities that will help us to succeed in creating a fair and inclusive workplace for everyone.

We still have some way to go and we acknowledge this. The creation of our D&I Network groups have been a great catalyst to raise awareness, have insightful discussions and work together with colleagues, to make a real difference. I look forward to seeing further progress over the coming 12 months.

I confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Richard Tang
Founder & Chairman - Zen



Understanding the gap

We do have a gender pay gap at Zen but this is not the same as unequal pay. We make sure our recruitment and remuneration policies are gender neutral.

Our gender pay gap is due to having less female representation in certain technology, field sales and senior positions - which is reflective of a broader sector issue, and is an area of focus for us in our D&I strategy.

In this report we set out our gender pay and bonus gap data for the 12 months up to April 2020 and share some of the initiatives that we've introduced to help us achieve greater gender balance across Zen in the future.



Our Gender Pay Gap

Pay Gap

Mean (average)
20.9%



Median (middle)
24.6%



Gender Split

Male
72.7%
(387)



Female
27.3%
(145)



Bonus Gap

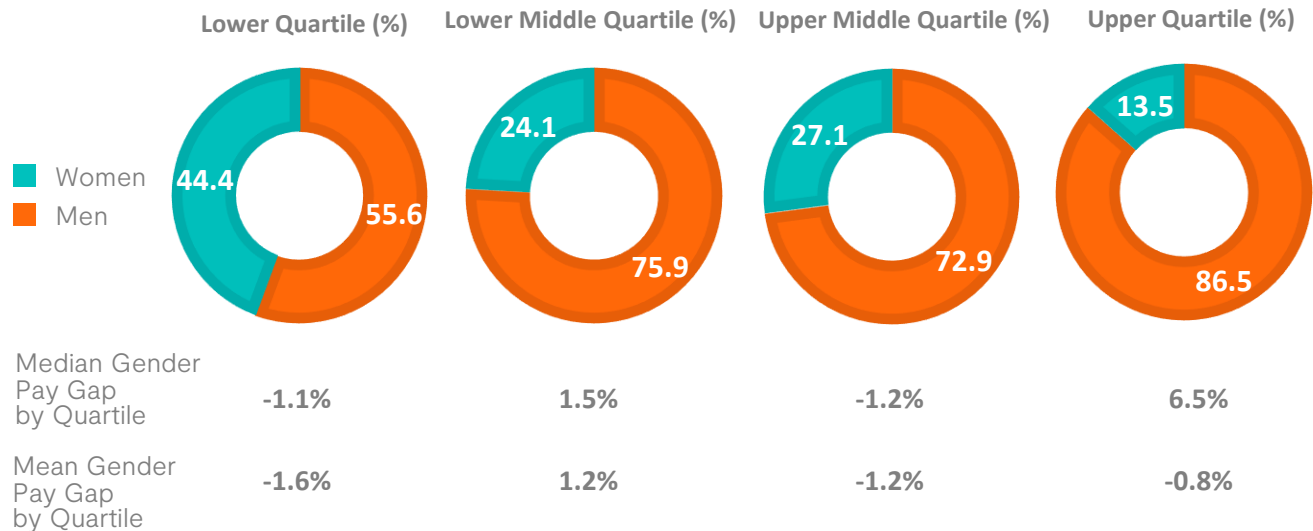
Our bonus pay gap is a representation of us not having as many females in senior and field sales roles at Zen.

Mean bonus gap
43.7%

Median bonus gap
27.2%

Our Pay Quartiles

The following pay quartiles look at the proportion of men and women in four equal pay bands, when our workforce is divided into four equal parts.



Our Commitment

We know that our business processes, approaches, and our behaviours are essential to developing a diverse and inclusive work place. This is why we've reviewed everything we do to promote and support our people and attract talent regardless of gender or background.

Achieving greater gender balance and promoting our sector to future talent is vital to our continued success. We want everyone at Zen to thrive and feel free to make the right career choices for them.

We are committed to creating a greater gender balance in management and senior leadership positions.



Creating a greater gender balance



Career progression

When it comes to progression and opportunity for development, it's ability that matters. Through a structured 6-monthly review we encourage our people to openly discuss their development and career ambitions.

We believe in job opportunities for everybody regardless of gender and we support this through a number of initiatives and learning opportunities open to everyone. Our leadership development programmes equip our leaders with the right skills and behaviours to help shape future development and upskill our people.

Recruitment

We've signed up to the 'Good Recruitment Campaign', run by the Recruitment and Employment Confederation. The charter commits Zen to nine key principles of best recruitment practice, including "Diversity & Inclusion" and "Youth employment".

We use 'blind CVs' for our recruitment to prevent unconscious bias during the recruitment process, and we constantly review our language and the images we use to ensure we are inclusive.

Support networks

Our collaborative Support Networks of five people-led groups is part of our Diversity and Inclusion culture at Zen. They provide a platform of support, information and action across a range of personal characteristics and experiences. Our networks include Women in Technology and Leadership, Pause for Thought - for those going through or are impacted by the menopause, Pride@Zen, BAME network and Faith@Zen.

Our policies are inclusive!

We are reviewing all our policies, with input from our support networks - which will promote and support all our people. Our pay is market competitive and is equal for equivalent roles - regardless of gender.

Securing a balanced future talent

Promoting our sector to future talent is vital to our continued success, which is why we've signed up to PWC's 'Tech She Can Charter', a commitment by organisations to work together to increase the number of women in technology roles. It aims to tackle the root cause of the problem at a societal level by inspiring and educating young girls and women to get into tech careers.

We're a member of the Greater Manchester Enterprise Adviser Network working with local schools and offering work experience to encourage women and girls to pursue STEM subjects and consider this as a rewarding career option.

Our HR Director is a mentor for the Girls Network; a UK wide initiative that provides mentoring support to girls at school. Their mission is to inspire and empower girls and connect them with a mentor and a network of professional female role models.

We're also engaging with agencies that re-train women returning to work in Coding and we've attended the DigitalHer roadshow in Rochdale where we engaged with over 100 girls from a local college.