



# UK Gender Pay Gap Report 2024



# A Statement from **the CFO**

"I am honored to present SHI Corporation UK Limited's 2024 Gender Pay Gap Report, prepared in accordance with the UK Government's Gender Pay Gap Reporting Regulations.

SHI has thrived under women's leadership since day one, growing to become the largest woman- and minority-owned business in the United States. Across all our markets, we are committed to fostering a workplace that reflects the diverse society in which we operate. We strive to create an environment that empowers our team members to excel and realize their full potential, while getting fair recognition and remuneration for their contributions.

Despite our efforts, we recognize that the gender pay gap remains a significant challenge, as SHI operates in the IT industry, which has historically had a higher percentage of men in the workforce.

To address the gender pay gap, SHI UK has implemented several measures to attract diverse talent and foster an inclusive environment for all employees. As an accredited Living Wage Employer, we conduct regular pay reviews to ensure fair compensation practices and identify areas for improvement. We have also enhanced flexible working arrangements to accommodate diverse needs and promote work-life balance. Our comprehensive Learning and Development (L&D) program is available to all employees, supporting their career development and growth. Additionally, our Employee Resource Groups (ERGs), such as the Asian Business Community, the Black Culture Collective, and EMBRACE, provide valuable platforms for connection and personal development. Through these initiatives, we are committed to closing the gender pay gap and supporting a diverse and equitable workplace.

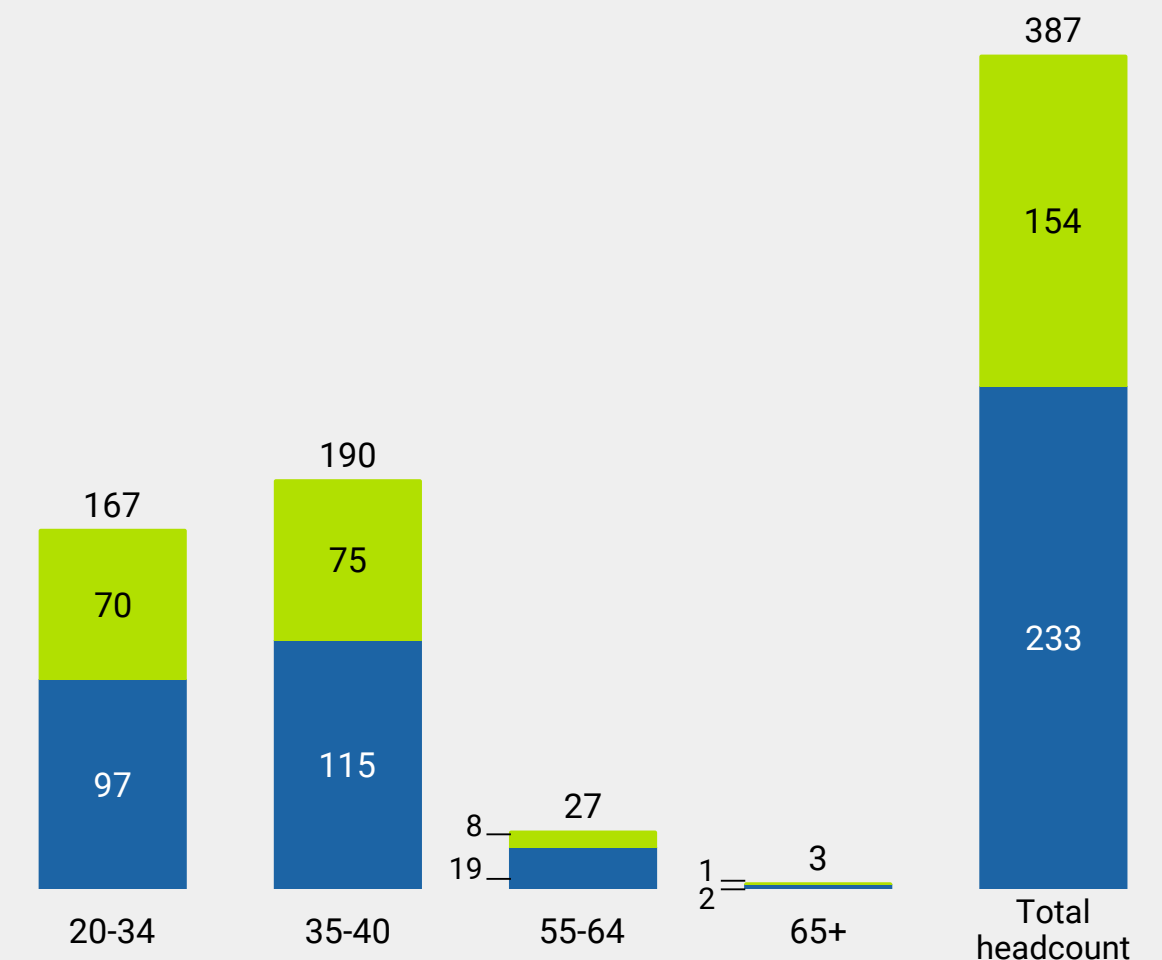
Listening to our employees is key to address gender disparities. Through annual surveys and open dialogues, we aim to understand what matters to our employees and make corrective actions. Moving forward, we will prioritize transparency, accountability, and collaboration to drive meaningful progress and create a workplace where everyone can thrive."



James Prior, Chief Financial Officer

## SHI UK by the numbers

● Male ● Female



Employee age group distribution

“SHI International Corp. takes pride in its status as one of the longest-standing and most diverse woman-owned enterprise in the technology industry. This achievement is integral to the SHI narrative, reflecting our steadfast commitment to gender equality and our dedication to empowering every employee to achieve their highest potential with equitable compensation. Our diverse workforce and leadership have been pivotal in fostering outstanding performance and delivering superior outcomes, underscoring the vital role of inclusivity as a foundational element of our enduring success.”

Melissa Graham, Senior Vice President, Global Sales

# SHI's policies to ensure equal treatment and provide **opportunities for all**

## **Equal Opportunity and Non-Discrimination:**

SHI is an equal opportunity employer committed to fostering a diverse and inclusive workplace. By implementing our UK Labour and Human Rights Policy, we ensure no discrimination based on protected characteristics, promoting meritocracy, openness, fairness, and transparency.

## **Living Wage Accreditation:**

SHI UK is an accredited Living Wage Employer, ensuring all employees receive fair compensation that meets the Real Living Wage. We conduct annual reviews to align with the Living Wage Foundation's standards.

## **Diversity, Equity, and Inclusion (DEI) Initiatives:**

In line with the UK DEI Policy, we provide training to promote awareness and understanding. Our goal is to have 100% of employees complete unconscious bias and diversity training during their onboarding processes. Additionally, 100% of our employees are to annually complete the following training courses: Anti-Harassment & Discrimination; “Security Awareness, Fraud & Risk Management; “Anti-Bribery and Corruption”.





# Measures supporting gender pay equity

## **Recruitment:**

We craft our job specifications to appeal to a diverse audience and promote them through accessible channels both internally and externally. Discrimination based on gender is strictly prohibited to ensure an equitable hiring process.

## **Regular Performance Reviews:**

We conduct regular performance reviews to ensure employees receive constructive feedback and recognition for their contributions. This process supports career growth and aligns individual goals with organizational objectives.

## **Regular Pay Reviews:**

SHI conducts regular pay reviews to maintain competitive and fair compensation. Our pay ranges are aligned with industry standards, reflecting our commitment to fairness and transparency.

## **Employee Resource Groups (ERGs):**

Our ERGs, such as the Asian Business Community, the Black Culture Collective and EMBRACE, offer platforms for connection, growth, and support, thereby fostering an inclusive environment.

## **Career Management:**

SHI provides equitable access to career management programs and learning opportunities. We monitor key metrics like learning hours and career events to promote continuous improvement and career advancement.

## **Hybrid Working and Well-being:**

Our hybrid working policy supports employees' physical and mental well-being by offering flexibility and reducing commute times. We also value in-person collaboration to enhance team dynamics.

## **Comprehensive Benefits Package:**

SHI offers a comprehensive benefits package that includes private medical and dental insurance, financial planning assistance, and an employee perk platform, voluntary pension contributions, supporting the overall well-being and financial security of our employees.

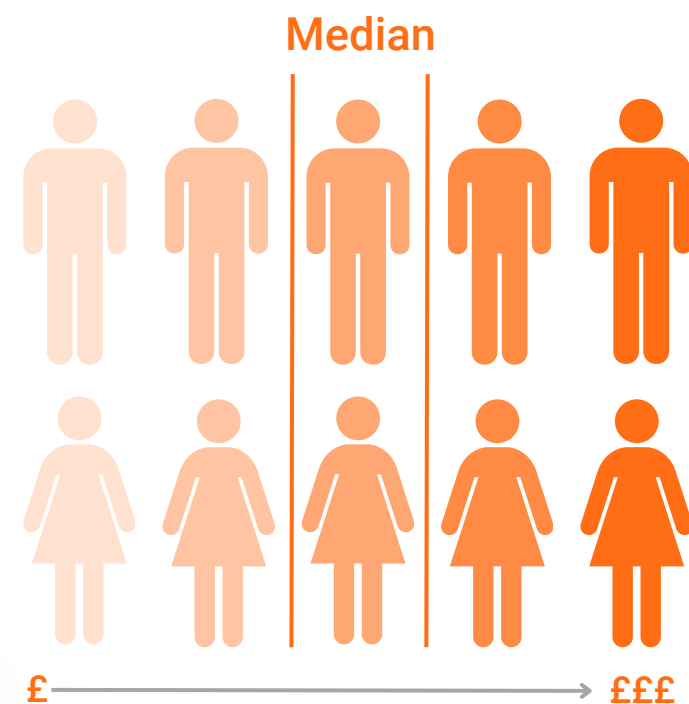




# Gender Pay Gap **Reporting Explained**

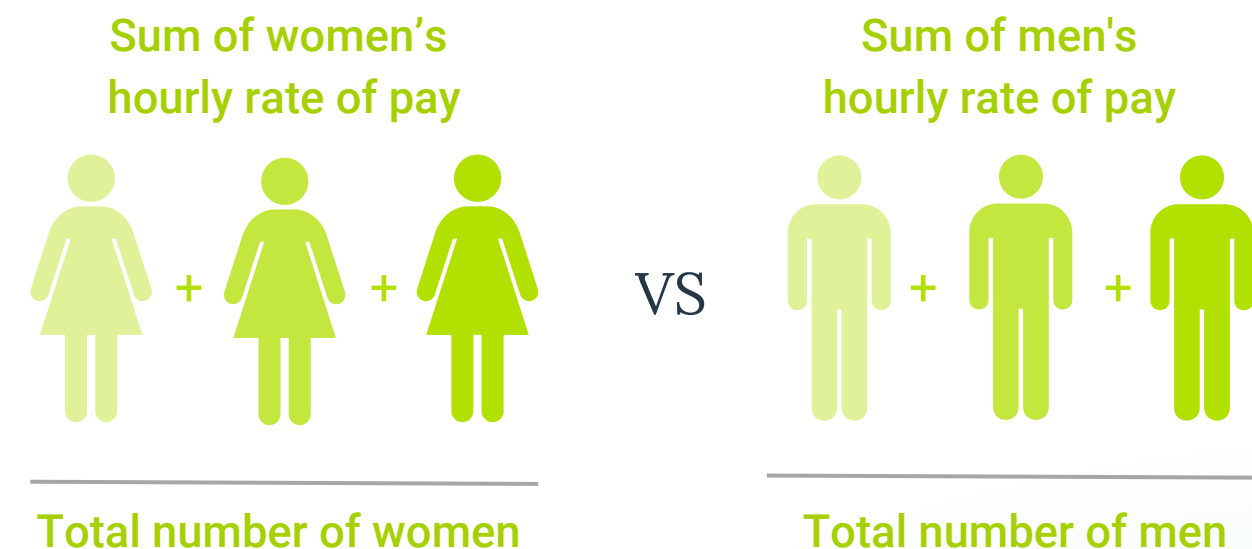
## Median calculation

The median is the figure that falls in the middle of a range when the salaries of all relevant employees are lined up from smallest to largest. The median gap is calculated based on the difference between the employee in the middle of the range of male salaries and the middle employee in the range of female salaries.



## Mean calculation

The mean is calculated by adding up the salaries of all relevant employees and dividing the figure by the number of employees. The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.



The gender pay gap reflects the variation in the average hourly compensation between women and men within an organization, expressed as a percentage of the average male earnings. This disparity can be influenced by several factors, notably the underrepresentation of women in senior and sales roles. It is important to distinguish that the gender pay gap is separate from the concept of equal pay, which is the legal mandate to provide equivalent compensation to men and women for the same work, as outlined by the Equality Act 2010. The Government Equalities Office provides the framework for calculating and reporting data on the mean and median gender pay gaps, bonus discrepancies, and distribution across pay quartiles.



# Our 2024 gender pay gap data

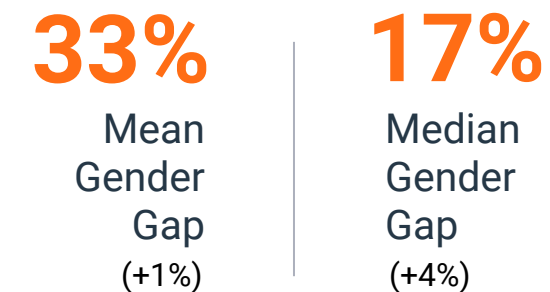
SHI's gender pay gap widened in 2024 compared to 2023. The mean gender pay gap increased slightly to 33%, up from 32% in 2023, while the median pay gap grew to 17%, compared to 13% in 2023.

The widening gender pay gaps are primarily attributed to the dynamics of sales-based earnings (commissions), which constitute a significant portion of total remuneration in sales roles. In 2023, there was a more balanced representation of genders among the top sales earners. However, in 2024, the composition shifted, resulting in a group of top sales earners primarily composed of men.

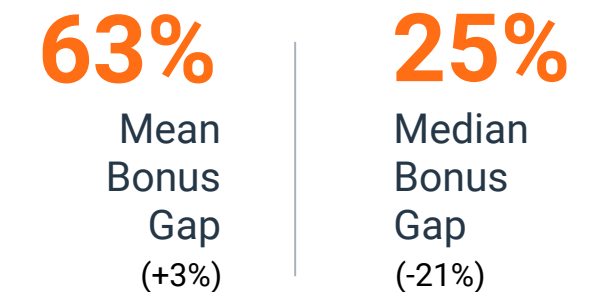
Despite a 3 p.p. increase in the average bonus pay gap, from 60% in 2023 to 63% in 2024, there was a significant reduction in the median bonus pay gap, from 46% in 2023 to 25% in 2024, indicating progress in that area. Bonus pay recipients increased by 4 p.p. for females and 6 p.p. for males, highlighting efforts towards bonus pay equity.

SHI is committed to attracting diverse talent and providing equal opportunities and support to all employees, including those in sales roles.

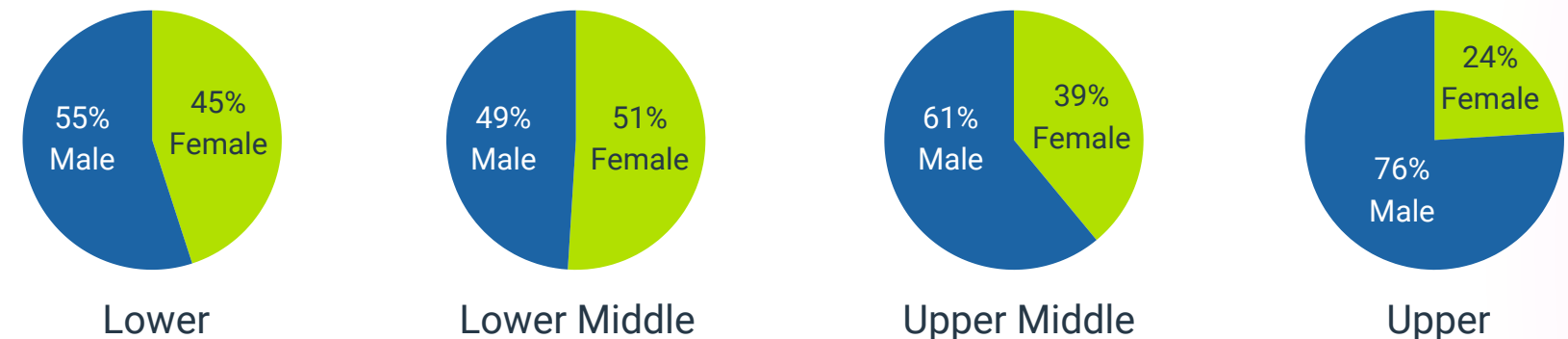
## Gender Pay Gap



## Gender Bonus Gap



## Proportion in each pay quartile



## Proportion receiving a bonus payment







“SHI continues to prioritize diversity as a core value, integrating inclusive practices into retention, and promotion processes to ensure a representative workforce. Despite a slight increase in the gender pay gap in 2024, SHI remains committed to addressing and reducing disparities and we actively monitor compensation practices to ensure equitable pay for equal work. Continuous improvement is generated through regular assessments, feedback mechanisms, and transparent reporting on diversity metrics. By working together across all areas of the organization, we aim to foster a culture where every employee feels valued, respected, and empowered, driving business success and innovation.”



Ellen Mass, Vice President of Human Resources

