



2021 Gender Pay Gap Report

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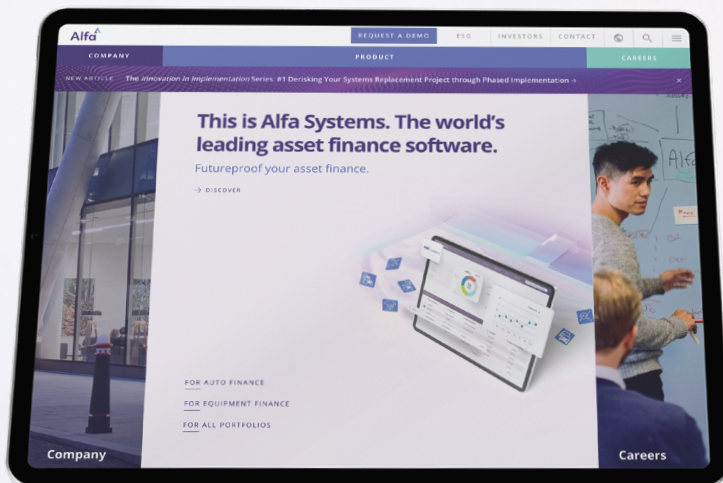
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“We work hard at Alfa to create and support diverse and balanced teams throughout the organisation. Since joining Alfa, I’ve been inspired by the passion and drive of our employees in maintaining an inclusive working environment. Our continued focus and long term plans will enable us to create a more diverse organisation that we’re all proud of and that we all benefit from.”

Vicky Edwards



Our pay, diversity and inclusion strategy

While it is positive that our gender pay gap is lower than the UK average, the issues at play are complicated and we believe it is much more important to focus on the actions we can take to continue to drive equality and inclusivity across our entire team rather than focus just on the results of the gender pay calculations.

We want to increase the diversity of our entire population, including more equal representation of women, as we believe this leads to a better engaged, more effective team which will assist us in delivering on our strategy. Our aim is to create a supportive, inclusive environment where all team members are able to discuss challenges and achieve our goals in a respectful manner.

By embracing our differences, we will be able to attract, retain and ultimately inspire an engaged workforce and provide a better service to our customers.

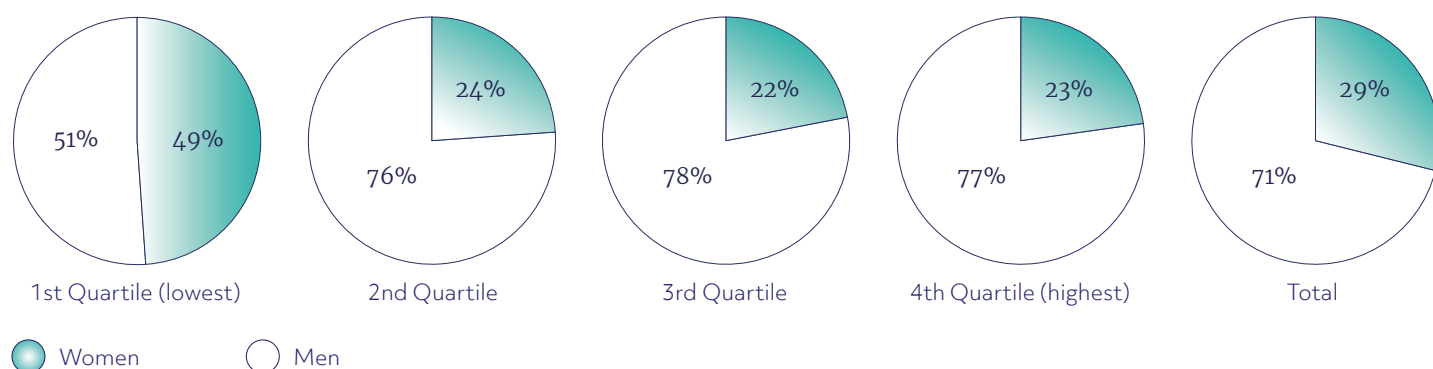


Statutory Gender Pay Gap (GPG) Reporting

Gender Pay Gap

	Median Pay Gap		Mean Pay Gap	
	2021	2020	2021	2020
Alfa	15.3%	14.7%	15.1%	15.3%
UK1	15.4%	14.9%		

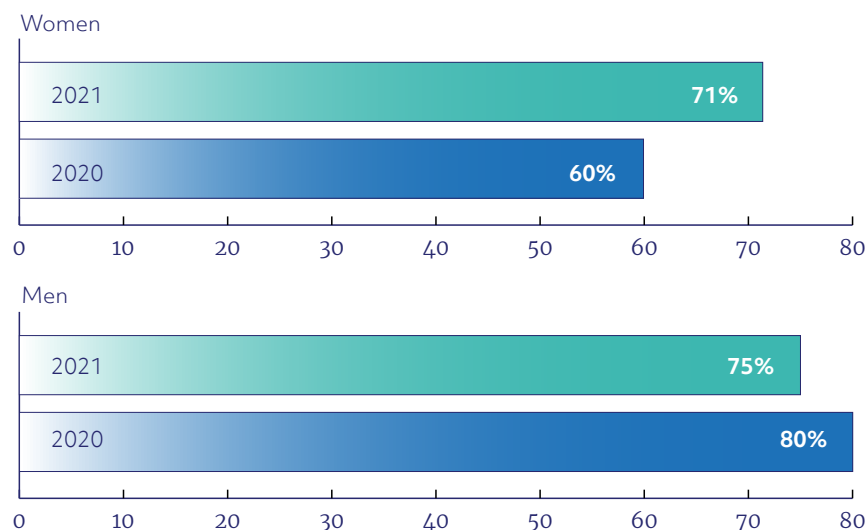
¹ Data taken from ONS Gender Pay Gap in the UK 2021 Report



Bonus Gap

	Median		Mean	
	2021	2020	2021	2020
Alfa	29.3%	30.0%	37.7%	18.3%

% of women and men receiving a bonus



Median Pay Gap

15.3%

(2020: 14.7%)

Mean Pay Gap

15.1%

(2020: 15.3%)

Median Bonus Gap

29.3%

(2020: 30.0%)

Mean Bonus Gap

37.7%

(2020: 18.3%)

All UK organisations with over 250 employees are required to share details of their Gender Pay and Bonus Gaps, the percentage of women and men receiving a bonus and the proportion of women and men in each pay quartile of our Alfa team, irrespective of their role or seniority.

The analysis is based on data as at 5th April of each year and this report reflects the data collected and analysed as of 5 April 2021.

The gender pay gap is the measure of the difference in average pay between all women and men across an organisation, regardless of their role, level, length of service or location and any other differentiating factors. The gender pay gap is different to the concept of equal pay which requires that women and men are paid the same for doing the same job and it is unlawful to pay people unequally on the basis of whether they are a man or a woman. The gender pay gap is reported as a mean average and median average (midpoint) figure.



Understanding some of the reasons for the Pay Gap

The gender pay gap shows differences in the average (median and mean) earnings between different groups of people by gender. We know that a pay gap is likely to persist until there is equal or proportionate gender representation at every level and job role in an organisation.

Our gender pay and bonus gap data is influenced by the composition of our workforce, as a result of being a technology organisation, as well as changes to our employee population which is impacted by new joiners, leavers, organisational change and global secondment opportunities. As a result, we have seen year-on-year fluctuations in our pay gap figures.

Our analysis shows that we have more men than women at all levels of the company, which is reflective of the overall challenge faced by the wider UK industry where typically fewer women are drawn to technology and STEM related disciplines. In particular, the company continues to recognise that there is a higher proportion of women in business and support function roles in comparison to technology roles, a reflection of the ongoing challenge faced by the technology and STEM industry in general.

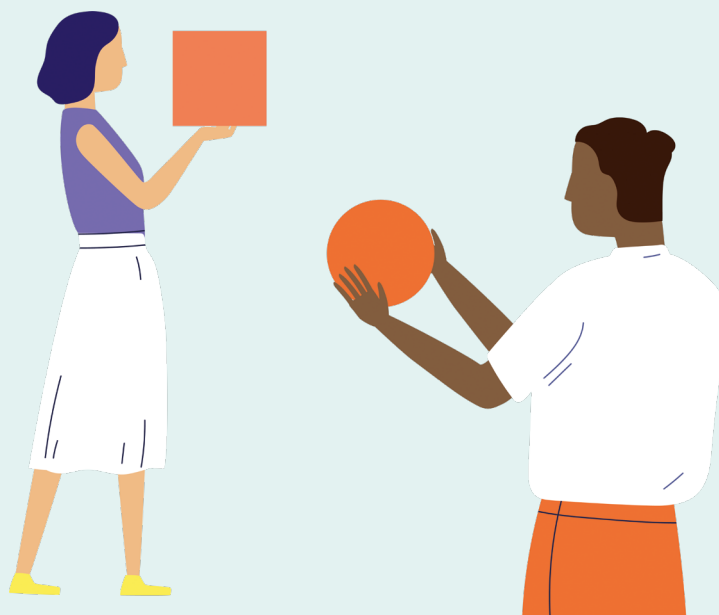
Our mean gender pay gap has decreased from 15.3% in 2020 to 15.1% in 2021. We have, however, observed a slight increase in the median pay gap from 14.7% in 2020 to 15.3% in 2021*. As has been observed and reported in previous years, the ratio of females versus males at more senior grades is the key factor contributing to Alfa's gender pay gap.

Whilst we are actively hiring more women into the business year on year, these new joiners are often hired into positions at lower grades (e.g. graduates), which therefore makes the gender pay gap more difficult to influence in the shorter term.

Our female talent pipeline, however, continues to improve. In 2021, we welcomed 68 new joiners across our offices globally, of which 25 (37%) are women. This represents a slight increase to female hires in 2020, which stood at 36%. In the UK alone, we welcomed 51 new joiners of which 20 (39%) are women, which represents a slight increase to female hires in the UK in 2020.

Looking at graduate recruitment, we hired 20 new hires into the UK Graduate Programme, of which 45% positions were filled by female candidates. Throughout the year, we sponsored recruitment events such as Bright Network's Women in Tec and Women in STEM events. Through our recruitment partners we proactively target diverse groups through email marketing and campaigning. Of our graduate applications in the UK, around 30% of applications we have received are from female candidates. This ratio is a general representation of the gender make-up in the early careers STEM and technology sectors as a whole. At Alfa our recruitment strategy predominantly focuses on our graduate scheme, providing a career path through the organisation. With higher intakes into junior and entry-level roles, in a sector already underrepresented by women, we can understand the pay gap. However, as we continue to actively increase female appointments, over time our junior roles will progress and level out these gaps.

At the upper quartile (quartile 4), we have seen an increase in female representation where 23% are female, an increase from 19% in 2020. Female representation at the mid quartiles has largely remained the same, with the exception of the lower-mid quartile (quartile 2). There continues to be a high representation of females at the lower quartile (quartile 1). We are continuing to achieve a better gender balance in new hire intakes across all levels of the company. Of UK hires in 2021, 39% were women, which represents an increase from 21% when figures were first reported in 2017.



Understanding some of the reasons for the Bonus Gap

The portion of men who received a bonus in 2021 decreased, the proportion of women who received a bonus increased. As a result, the median bonus pay gap has decreased slightly from 2020 by 0.7%. However, the mean bonus pay gap has increased from 18.3% in 2020 to 37.7% in 2021. This result can largely be attributed to the weighting of women in senior roles compared to men. In addition to this, there is a much higher proportion of women in the lower quartile, who have less than 18 months of service which is the qualifying period for entry to the bonus scheme. The weighting of women in senior roles also significantly influences the mean bonus gap. Despite the existing gap, the criteria and calculation of bonus to be paid out (which is a % of salary) is applied the same to all eligible employees, irrespective of gender, and the number of men receiving a bonus in 2020 also decreased.



What we did this year and what we are going to do



Work Experience Programme

During 2022 we will launch our new Alfa Work Experience programme, aimed at sixth form students from under privileged backgrounds and minority communities. This will give individuals, who might not have a bank of resources or opportunities, valuable consultancy and coding work experience in the technology sector.

Recruitment

Alfa strives to appeal to all candidates, irrespective of gender, race, ethnicity, religion, age, sexual orientation or disability. We sponsored and will continue to sponsor graduate recruitment events such as Bright Network Women in Tech and have also partnered with Tech Returners, to give us access to candidates who are looking to return to work after an extended period away due to reasons such as parenting, caring and career breaks.

Flexible working

As a result of Covid-19, we continue to see an increase in flexible working support depending on personal circumstances. We continued to offer enhanced our paid carer leave allowance during 2021 to give parents and primary carers (traditionally most of whom are women) time to home-school their children and care for their family members.

For the first time we have seen 2 of our maternity leavers decide not to return to work following their maternity leave, due to a re-evaluation of their priorities. This is not due to the support that we offer but a re-evaluation of their priorities. In a further 2 cases, we have offered sabbatical leave as a way of retaining our female talent beyond their maternity leave period.

Mentoring and Coaching

In 2022 we intend to relaunch our Mentoring and Coaching support across the Company, with particular focus on our females. We are in discussions with a partner about their Women in Tech Mentoring programme for our most senior female leaders, as well as a Women in Leadership development programme, which is Apprentice Levy funded.

Women's Community and Initiatives

Our Women's community continues to support existing women, providing female role models internally and within the wider community, as well as raising the profile of key topics for consideration. We continue to support our partnership with the Women's Association who empower women to overcome preconceived ideas of what women are able to achieve.

I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information)

Victoria Edwards

Chief People Officer
1 April 2022
Regulations 2017.



