

Mastek UK

**GENDER PAY GAP REPORT
FY 2020-21**

MASTEK UK 2020-21 GENDER PAY GAP REPORT

Building a Diverse & Inclusive Work Community



Gender Pay Gap is a long-standing issue that requires consistent and conscious attention of the industry to address the gap and eliminate the existent pay disparity. According to the World Economic Forum's Global Gender Gap Report 2020, gender parity can be attained only after 99.5 years; the same report reveals that a total of 35 countries have achieved gender parity in education. The report represents the outcome of the efforts of the world community to build an equal and inclusive world, and at the same time it holds a mirror to the haunting pay gap prevalent and the insurmountable strategic initiatives and intention required at the global and local levels to ensure equal pay and equal opportunities for all.

The under-representation of women in STEM fields (24% in the UK) is a concern that needs to be addressed as a first step of action as it is the foundation for the continued inequality in the professional world. When the focus is narrowed down to the engineering community in the UK, the gap appears even more pronounced with only 11% women engineering professionals, the lowest in Europe. Mastek is aware that this topic requires a 360 degree approach and working in close tandem with policy makers, social agencies and educational institutions, in addition to the internal initiatives at the business level.

At Mastek, all our initiatives, strategies, including our operating model encompass this topic and strive to make a difference and eradicate sub-conscious bias, promote a more inclusive, diverse and equal workplace for all, irrespective of their backgrounds, gender, ethnicities, nationalities etc. At Mastek, we honour talent, and believe in equal rewards for equal work. We are blind to the physical attributes and social constructs like 'gender groups' that divide us. We believe that every individual is talented and unique, and we celebrate their contributions in the success of their teams and the organization, at large.

2X increase in the count of women in the workforce between 2017 to 2020

Mastek has a people-centric culture, and our people 'Mastekeepers' are encouraged to believe in their true potential, they are nurtured to ensure their well-being, provided trainings to upskill, reskill and cross-skill, and above all, they are involved in taking key-decisions concerning their quality of work and life. Mastek has a lean management structure, and all 4500+ Mastekeepers are considered empowered leaders capable of taking informed decisions concerning their projects, work hours, planned/unplanned leaves. We follow servant leadership and hence, there is no need for a Mastekeeper to seek approval for tasks that can be best managed by them. We recognise that every individual is a rational, self-managed being, and trust them for taking sound decisions for themselves and their teams.

This people-centric ideology is reflected well in our pay structures, our recruitment approach and the way we distribute monetary rewards. Mastek accepts and recognises each and every Mastekeeper as integral to its sustainable success and a true representative of its brand. We are determined to bridge the gap and continue to take some concrete actions in this direction to achieve pay parity and gender ratio of 40:60 by 2025

Hiral Chandrana
Global CEO - Mastek Group

KEY INFLUENCERS ON GENDER PAY GAP AND OUR FINDINGS

I'm extremely proud of the culture at Mastek. Every Mastekeer is empowered, committed to continuous growth, is a promoter of Diversity, Equity and Inclusion (DEI) as well as ambassador of our values and brand. We strongly believe in building an equal world, where individuals from diverse backgrounds can come together to make their dreams come true and in the process innovate to develop digital solutions for today and tomorrow.

We have a comprehensive DEI strategy to bring more women and individuals from minority groups into the workforce. Our compensation and benefits are competitive and we strive to offer remuneration in line with industry benchmark to all our people, irrespective of physiological differences and social constructs. As an aware organisation, Mastek strongly believes that every person deserves equal access to opportunities of all kinds and we are actively taking actions as well as implementing gender-neutral policies & processes.

We are determined to fill the existent pay gap and to do away with all kinds of biases and stereotypes that make the lives of any professional challenging, in or outside the workplace. We align our people to the organisational values so that they hold onto the high standards for everyone else too. We need to be conscious that as global citizens, we hold within us the power to create an equal and inclusive world.



Maninder Kapoor Puri
Group Chief People Officer

With 22% women part of the Mastek UK workforce, we continue to have an above industry average representation of women employees. In the UK, only 1 in 6 women have a technical profession while only 1 in 10 are into IT roles. The female representation in the UK IT sector had stalled over the last decade but the current statistics are beginning to improve with increased awareness and women opting for careers in tech. In a recent Women in Tech (UK) Survey, 81% women believe the IT industry would benefit from having a gender equal workforce and yet another report suggests that the country's economy would benefit from an extra £2.6 billion each year if we increase the number of women working in tech to fill the prevalent IT skills shortage.

Mean hourly pay gap reduced by **4%** as compared to 2019

Median hourly pay gap is now **0%**

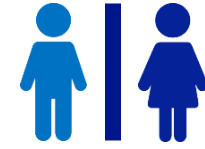
The percentage representation of women at Mastek falls short of an ideal number, however, it is destined to improve over the next few years with the organization targeting a gender diversity ratio of 40:60 by 2025. We are committed to running a comprehensive program to nurture and hire people from diverse backgrounds irrespective of their gender, and other social constructs.

3x increase in women eligible for bonus as compared to 2017

Mean bonus gap reduced by **62%** as compared to 2019

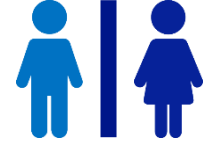
Median bonus pay gap **unchanged** as compared to last year

In FY 2020-21, the mean pay for the average woman is 13.4% lower than that of the average man at our organization. However, this number has recorded continuous improvement; this year it improved by 3.8% while in the year before that it improved by 2.80%. The efficacy of our initiatives is evident in the data for FY 2020-21, where we recorded a significant incline in the percentage of women receiving bonus pay. In FY 2021, 30% women received bonus pay compared to 42% men with a mean of 23.9 and a median of 22.6%. This is a direct reflection of our dedicated efforts to improve the pay parity. The bonus pay data has improved year-on-year with the FY 21 bonus pay-out being the best; in 2018, 19% men received bonus compared to 5% women while in 2019, 38% men received bonus compared to 17% of their counterparts. However, it is to be noted that some roles at Mastek such as Sales, Pre-sales and Managerial positions have remarkably higher percentage of total pay as well as variable pay and bonus while non-sales and non-managerial roles have a much lower percentage of total pay in variable compensation irrespective of gender.



THE MEAN GENDER PAY GAP

13.4%



THE MEDIAN GENDER PAY GAP

0.0%

BONUS



THE MEAN BONUS PAY GAP

23.9%

41.8% Percentage of men & 29.8% women received bonus pay/variable pay





THE MEDIAN BONUS PAY GAP

22.6%

KEY INFLUENCERS ON OUR GENDER PAY GAP

The number of men employed at Mastek UK outnumber women. Of the total workforce, 22% are women. Here's detailed data on the proportion of men and women in each quartile pay band:

	Upper	Upper Middle	Lower Middle	Lower
 361 MEN 78%	100 86.2%	79 68.1%	87 75.0%	95 81.2%
 104 WOMEN 22%	16 13.8%	37 31.9%	29 25.0%	22 18.8%

Women employees are significantly less represented in the upper pay quartile than men which has led to the gender pay gap and gender bonus gap. Additionally, some roles at Mastek such as Sales, Pre-sales and managerial positions have remarkably higher percentage of total pay as well as variable pay and bonus. It should be noted that non-sales and non-managerial roles have a much lower percentage of total pay in variable compensation irrespective of gender.

DIVERSITY, EQUITY AND INCLUSION (DEI) AT MASTEK



[Hiral Chandrana, Global CEO, Mastek talks about DEI at Mastek](#)

OUR STRATEGIC APPROACH

Mastek is committed to help our people and society build a gender equal world. At every level of our organisation, we are trying to eradicate subconscious bias and encouraging people to recognise everyone for their unique talents and strengths.

Diversity, Equity and Inclusion is at the core of everything we do and is absolutely integral to our culture. Mastekers celebrate diversity in all its forms, and actively participate in initiatives designed to create a multi-dimensional and inclusive culture at Mastek. We challenge the norm to build a community that takes responsibility for its actions, and acts with greater fairness. The different perspectives and unrivaled expertise that diversity brings is crucial for sustainable growth, especially in the IT sector that runs on innovation and breakthrough solutions.

We want Mastek to be the place where people can be their authentic selves, irrespective of the societal constructs and their gender roles.



Abhishek Singh
President Mastek UK

Mastek's strategic approach to tackling inequality in employment, pay and skills focus on mutually reinforcing elements. We have robust policies and undertake thorough due diligence to minimise the likelihood of inequality occurring in our business and supply chain. We work with supply chain partners that share our values. Specific policies with relevance to inequality, in addition to our Social Value Policy, includes HR policies on Equality and Diversity, Recruitment, Compensation and Benefits, Promotion, Flexible Working, Family Leave, Code of Business Conduct and Ethics, Baseline Personnel Security Standard, Modern Day Slavery Statement. Policies in line with the Racial Equality Directive, Working Forward Pledge, Good Work Plan, Equality Act, Workplace Equality, Employment Contracts, Working Hours, and Labour Employment Standards.

We have inclusive and accessible employment practices to ensure our workforce is truly representative. All our recruitment selection, and promotion campaigns are free from unconscious bias:

- We advertise through a range of channels for disadvantaged, BAME, and disabled candidates; including, our recruitment tracking system feeding into 16 job boards to reach diverse talent pools, and are looking to extend this support by further targeting under-represented groups: Women in Tech, the Disability People Podium, UK Black Tech etc. Our recruitment team is trained on inclusion activities and targets
- Skills-based assessments: We use Mettl, an online assessment platform to update question banks. The platform provides a 360-degree framework to vet profiles with technology, soft skills, behavioural and capability bases assessment and enables reporting for interview panels
- We include multiple women in panelists for recruitment and promotions
- Structured interviews to mitigate unfair bias. Skill-based assessments reduce reliance purely on CV and interview. We utilise online assessments tools, structured and competency-based interviews conducted by representative assessors and SMEs
- Recruit women returning to the workforce after a career break and provide them with flexible options that work for them
- Peer Support Groups provide Maternity Support Programmes, Diversity, Equity and Inclusion, LGBTQ+ counselling
- Women Empowered by Mastek (WEM) committee actively organises quarterly programmes. Mentorship programmes facilitate/encourage high-potential female employees to aspire to senior leadership roles. We promote International Women's Day with week-long celebrations aimed at helping Mastekers eliminate gender-bias.
- Transparency to promotion, pay and reward processes as we work closely with Mastekers to create personalised growth plans. Structured interviews for promotion are in place, utilising a panel process for better representation and use a behavioural model which focuses on demonstrating capability and competency required for the roles. Mastekers can nominate themselves and be interviewed by an objective diversity trained panel so that promotion is not solely dependent on manager assessment
- Flexible working policy and practices continue to align the reality of the tech sector by driving workplace flexibility. Our WFH model provides employment opportunities for returning mothers, people with disabilities living in remote locations, long-term health problems/impairments, those still shielding from COVID-19 and with Carers responsibilities, irrespective of their gender, or background.
- Mastek's vocational learning and employment strategy tackle inequalities. We align this to our 5% Club and Level 1 Disability Confident commitments. Policies provide for Transitional learning options E.g. Women on maternity leave are notified of training events throughout maternity leave

DEVELOPING, RECRUITING AND RETAINING TALENTED WOMEN

We are uncomfortably aware that the talent gap in the tech sector is remarkably higher in the UK. To encourage more women into the IT industry, more employment opportunities need to be created so that they can enjoy rewarding, creative and flexible careers. This should also be complemented by focussed efforts within the industry to address subconscious bias related to gender and minority groups.

To build a gender diverse work community we will continue to recruit more women, wherever possible to enhance their representation across levels and roles. We will also strive to build talent pipeline to leadership and will continue to aggressively headhunt senior women in the industry even at a monetary cost. Having more women in executive positions would help us create more internal role-models and help our bottom-line picture themselves having successful, balanced, long-term careers at Mastek.

There is significant underutilised potential: one such group is professional women returning from career breaks. To tap this reservoir of talent and ease the challenges professional women face when returning to work after a career break/maternity break, we are aiming to recruit women through our Returning Mother's Programme in association with Diversity Forums.

We encourage every Mastekeeper to inculcate in themselves the invaluable quality of respecting every human-being irrespective of any differences in gender, position, or background. Mastekeepers conduct themselves by a set of defined ethical values called PACTS which stands for Passion, Accountability, Collaboration, Transparency and Sustainability. This ensures that no one indulges in outrageous and discriminatory behaviour towards anyone within the organization and that Mastek's value system is upheld at all times. However, we will be designing interventions aimed at eliminating subconscious bias among our people. The sensitisation training will also be conducted for managers to help them eliminate any unconscious bias that may be affecting their everyday decisions.





PACTS Define a Mastekeer

P

Passionate

A

Accountable

C

Collaborative

T

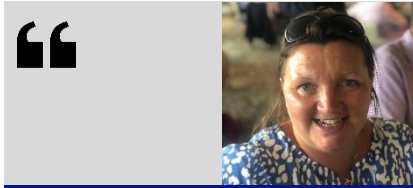
Transparent

S

Sustainable

Mastek
Values

WHAT MASTEKEERS SAY...



Katie Rogers
Bid Director, Mastek

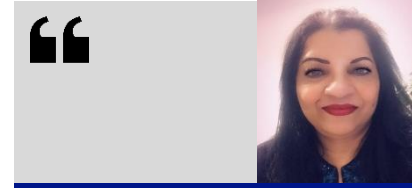
Joining Mastek on 16th March 2020 little did I know what was about to happen.... 1 day in the office followed by 18 months of remote home working due to the Corona Virus Pandemic. Not the best start to a new role in a new company. I joined our Secure Government Services team as a Bid Director and had no need to worry. Thankfully a very welcoming team immediately made me feel part of their family.

Mastek's great amigo scheme provided a safe place to ask the most stupid of questions without worrying. In my role, I interface across Mastek wider leadership, delivery and practice teams. I feel that I am listened to, respected for my views/opinions and an equal in the team.



Sarah Parker
Head of Strategic Content, Mastek

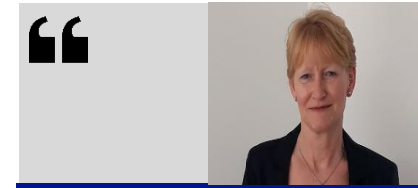
Mastek has provided me with opportunities to advance my career, experiment with new ideas and find ways that the company can optimize its market presence. It's an exciting time as the company continues to evolve and adapt to existing and new geographies



Luiza Furtado

I joined Mastek in Oct '95. In Jan '04 I was transferred to the UK for the BT project and since then I am in the UK. So, from back then to now, it has been a really long journey. I had the good fortune of working for many senior executives in the organisation and I have learnt a lot from all of them. Whatever I am today, I carry a small bit of everyone in me. Joining Mastek completely changed my life. I remember, when I lost my parents, when my health was down, Mastek stood by me like a strong pillar and that is something I will cherish and will always be grateful for.

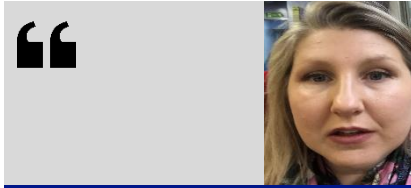
Today, Mastek is like my second home/my family. Thank you Mastek for everything



Liz Brook
Consultant, Mastek

"I appreciate the diversity I experience and I enjoy the breadth of engagement I have across the business in terms of different functions and geographies. The work that I do tests me and encourages me to learn more about myself and my abilities. I appreciate the colleagues that I work with, some of whom are quite remarkable in terms of their approach and the work that they do."

WHAT MASTEKEERS SAY...



Nicola Hart
Account Director, Mastek

I joined Mastek as an Account Director in the Health Team 19 months ago. I work with Secondary Care helping them to accelerate Digital Transformation . The challenges that we are helping customers overcome are really interesting.

I've been amazed at the leading edge, innovative, critical and great work that Mastekeers deliver. There is a real pride and passion to achieve the best outcomes for our customers. It's really exciting to come to work each day.

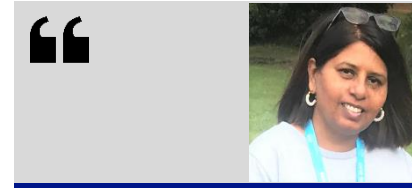
Mastek has a great culture, a can do attitude and is really welcoming and friendly. It is very collaborative and values everyone's ideas and opinions regardless of position/role. The whole organisation is willing to support and help one another at all levels. My colleagues are the best in the industry. Mastek is a global organisation that is culturally diverse, collaborative, respectful and supportive. There are great career progression opportunities and new skills to learn. I am proud to say I work at Mastek, the company truly values its employees and culture and that enables us as employees to grow and feel passionate about our careers and what we achieve for our customers.



Sailaja Chinnabuggannagari

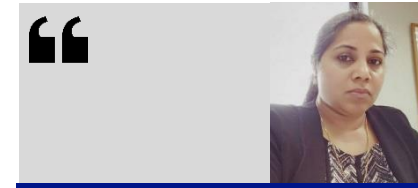
I have been with Mastek for over 9 years now. Mastek has allowed me to learn and grow professionally and personally. I have worked on many challenging projects and my work is recognized and appreciated. A cliché? Definitely not !!

I have gained well-rounded knowledge by participating in several organization-wide initiatives. One of those initiatives was 'Mastek Activist'. I got an opportunity to work on my start-up ideas in that program. The program was chaired by our former CEO. It was a lifetime experience for me. I was the recipient of 'CEO Award for Excellence'. Another memory to cherish was, Mastek had arranged a day ride in Mercedes-Benz as part of employee experience reward. I'm glad Mastek has hit the \$1 Billion milestone and I am enjoying being part of it.



Arpana Ghagre

My journey with Mastek has been filled with learning and growing within the organization. I have been fortunate to be surrounded by great individuals who are generous in sharing knowledge. I am grateful to all my colleagues, team mates and friends who have contributed in my journey so far.



Susan Abraham
Deputy Manager, Mastek

If you have the aspiration to achieve great things in life , then Mastek is the right place.

My Managers have always encouraged and motivated me to be where I am today. The trust and the faith they have in me has inspired me as a person.

Proud to be a Mastekeer, today and always.

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