



# Mastek UK

2018-19 GENDER PAY GAP REPORT

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Gender Pay Gap (GPG) is a topic that's igniting great dialogues in the corporate world and while a lot is being done to address the issue, the under-representation of women in the business world is a concern that still needs to be addressed with greater velocity and force. When the focus is narrowed down to the technology sector, the gap appears even more pronounced and haunting. Mastek is aware that an issue of such tremendous importance is not just to be pondered over but requires effective and dedicated strategic plans and gender-friendly policies to facilitate equal opportunities for all.

Mastek aims to ensure that people are treated equally at work, across all levels and locations. This includes making sure they have the same opportunities for recognition, reward and career development. Our firm is meritocratic, so men and women with the same performance and experience in equivalent roles are paid equally. We are focused on the cumulative growth of the organization as well as the workforce and understand that talent, potential and skills are not limited to any specific gender group.

For achieving a greater equilibrium in the percentage representation of women at Mastek, we are actively and consciously framing policies around attracting, developing and retaining more women employees. Over the last few years, we have introduced practices that are aligned to creating an eco-system that further encourages and deepens Diversity and Inclusion. One initiative that champions this cause is our flagship programme WEM (Women Empowered by Mastek). Initiatives such as hiring drives for women, Mentor-Mentee programme, Returning Mother's programme, the Work-from-home policy, benchmarking rewards were introduced to reinforce our commitment to this cause.

According to a [study by PwC](#), only 15% of employees working in STEM roles in the UK are female. Additionally, only 5% of leadership positions in the technology industry are held by women. The Talent Gap in the sector translates as a major reason for the prevailing Gender Pay Gap in the UK IT industry.

An uneven split of men and women across the organisation (higher number of men in senior positions) and struggle to recruit as many women as men into technical roles (only 16% engineering graduates in the UK are women) has led to GPG at Mastek UK. However, these are challenges that can be addressed through strong diversity and inclusion practices. We are already working to bring gender balance to our workforce, and while we have made considerable progress, there is still some way to go, as this report shows.

We know it will take time, and our leaders will continue to tackle the root causes of imbalance by sponsoring and engaging in programmes for women in IT, by working to eliminate any unconscious bias in our systems, processes and policies and by fostering a culture of inclusion at every level to narrow the Gender Pay Gap at Mastek.

**John Owen**  
Group CEO - Mastek

## OUR FINDINGS

*“Achieving gender balance is a key focus area for Mastek. Diversity is a cornerstone of our culture which we recognise as a key and immensely vital intangible asset. The different perspectives and unrivaled expertise that diverse thinking brings is crucial for sustainable growth, especially in the IT sector that runs on innovation and breakthrough solutions.*

*At Mastek, we aim to ensure equal participation of women and men in all areas of work, at all levels and locations providing equal access to the same recognition, reward and career progression opportunities. To ensure adequate visibility for our female colleagues, we have several in-house programmes including our pan geographic Women Empowered by Mastek initiative, unconscious bias training for all interviewers and managers. We are constantly finding effective ways to attract, develop and retain the female workforce so to make Mastek a truly global and diverse powerhouse.”*

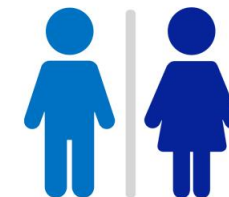
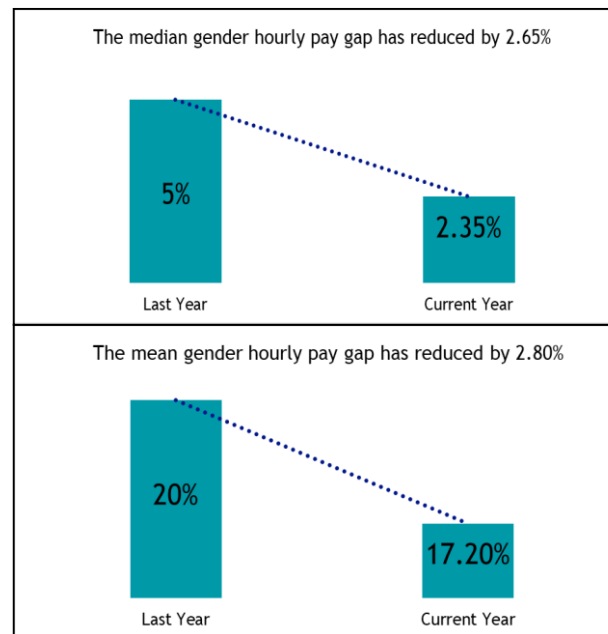
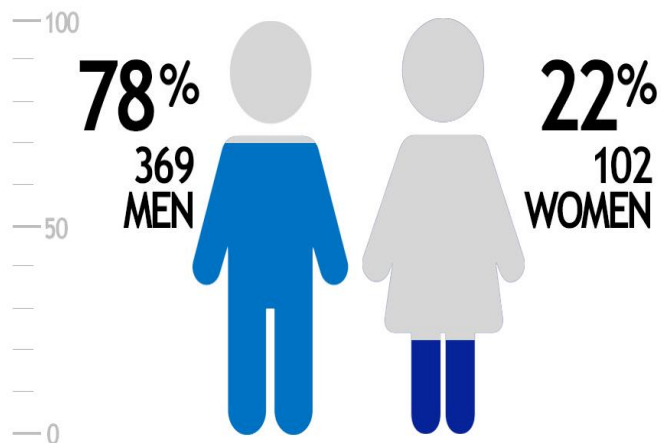


**Maninder Kapoor Puri**  
Group Chief People Officer

Mastek appreciates the recent government initiatives that aim to touch the crux of the biased recruiting to enable employability opportunities for more women and to boost up a disappointing 18% representation of women in the technology sector in the UK.

Over the years, Mastek has taken various initiatives to address Gender Pay Gap and is pleased to announce that women at Mastek have an above industry average representation of 22%, while this figure still falls short of an ideal number, we are constantly working to improve representation of women in our workforce. We are committed to hiring more talented and skilled people from diverse backgrounds irrespective of their gender.

Currently, the mean pay for the average woman is 17.20% lower than it is for the average man at our organization however, it observed an improvement of 2.80% when compared to the previous year. The mean bonus also falls behind and is 92% lower for the average woman than it is for the average man. The median pay for women at our organization is 2.35% lower than the average man but has improved by 2.65% in the previous year. The median bonus is 87% lower for the average woman than the average man. Bonus gender proportion presently stands at 56% and 42% for men and women respectively.

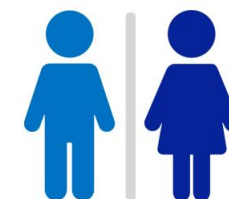


### THE MEAN GENDER PAY GAP

IN MONTHLY GROSS PAY AS A PERCENTAGE OF

MEN'S PAY

**17.20%**



### THE MEDIAN GENDER PAY GAP

IN MONTHLY GROSS PAY AS A PERCENTAGE OF

MEN'S PAY

**2.35%**

## 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:

	QUARTILE 1	QUARTILE 2	QUARTILE 3	QUARTILE 4
MEN	<b>103</b> 28%	<b>104</b> 28%	<b>77</b> 21%	<b>85</b> 23%
WOMEN	<b>14</b> 14%	<b>14</b> 14%	<b>41</b> 40%	<b>33</b> 32%

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.

## OUR APPROACH

Mastek is proud to be a responsible business that believes in the economic empowerment of women. Our ambition is to be the tech company where anyone, from any background can thrive. Our company is meritocratic, so men and women with the same performance and experience in equivalent roles are paid equally. We are committed to building a strong pipeline of female talent and are achieving gender parity in recruitment. (In the last year, 19% of women joining the firm in the UK were female and overall representation stands at 23%) In addition, our Group CPO- Ms Maninder Kapoor Puri, has personally stressed her commitment to taking the necessary steps to achieving gender parity and increasing the representation of women to 40:60 at Mastek.

Greater Gender Pay parity and adequate representation of women in the workforce is a priority for us and we are constantly identifying ways and channels to support the cause. Some of the things we are doing to promote Equal Pay and Diversity & Inclusion that are driving change include:

- Networking plan for women Mastekers to understand their concerns and area of interest. Tangible benefits of this include increased social and professional networking opportunities and insight into the industry trends in different areas
- Gender Ratio Dashboard is published and shared with EC members. The progress of movement in gender mix is reviewed on quarterly basis. The data helps to inform our discussions further. Informed dialogue is critical if we are to change the future.
- Salary Benchmarking - Gender pay gap has been reviewed and salary benchmark exercise is carried out at regular intervals.
- Focused Hiring Drives having at least one female assessor on all interviews with female applicants
- Mentor -Mentee Program and Leadership Development Initiatives - Managerial competency based programs that aims at improving leadership capability, including technical and functional skills.
- Reconnect program- to reach out to women employees who have left Mastek for personal reasons in the last 2-3 years
- Agile working practices that help all our colleagues achieve their full potential and build the skills and capabilities they need to succeed.

- Making job opportunities available through special campaigns such as a dedicated hiring drive on International Women's Day.
- Flexible working hours and remote work options like work-from-home that foster a culture of adaptability with busy life stages, such as motherhood.



[Click to listen John Owen talk about Women Empowered by Mastek](#)

## DEVELOPING, RECRUITING AND RETAINING TALENTED WOMEN

We are keenly aware that the talent gap in the tech sector is remarkably higher in the UK. We recognise that there must be a collective effort to encourage more women into the IT industry, where they can enjoy rewarding, creative and flexible careers.

We are in the exploratory state of partnering with Durham University to support the TechUP Programme, a six month online programme that covers modules on data science, machine learning, project management and public speaking skills and is open to women with degrees in any subject. At the end of the course participants will have the opportunity to have an interview with a company for a job, internship or apprenticeship. This showcases Mastek's appetite to support and build the bridge on the gender diversity gap.

There is significant underutilised potential: one such group is professional women returning from career breaks. Research conducted by some agencies show that addressing the career break penalty could deliver gains of £1.7 billion to the UK economy. To tap this reservoir of talent and ease the challenges professional women face when returning to work after maternity breaks, we will be launching a Returning Mother's Programme that would seek to address the issues commonly faced by them. We are also looking forward to organising sensitisation training for managers to eliminate any unconscious bias that may be affecting their everyday decisions.

To build a gender diverse talent pipeline to leadership we 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.

We encourage every Mastekeer to inculcate in themselves the invaluable quality of respecting every human-being irrespective of any differences in gender, position, or background. Mastekeers 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.





## PACTS Define a Mastekeer

**P**

Passionate

**A**

Accountable

**C**

Collaborative

**T**

Transparent

**S**

Sustainable

**Mastek**  
Values

## WHAT MASTEKEERS SAY...



**Jessica Shah**  
Business Architect & Consultant, Mastek

Mastek is a values-based and equal opportunity organisation. Over the last 12 years, Mastek has provided me with multiple opportunities in different roles and sectors across the globe. These opportunities have allowed me to learn through my mistakes and grow successfully but more importantly, kept me engaged and energised. Mastek has shown commitment to my growth through learning & development opportunities that have enhanced my leadership and management skills. Mastek's inclusiveness, willingness to hear and take action based on feedback makes me feel respected and gives me ownership and pride in my work; above all making me feel like a valued Mastekeer. Today I proudly wear the Mastek logo whilst providing consultancy at Executive and C-Levels.



**Marsia Brancken**  
Programme Director, Mastek

Working for Mastek is being part of the Mastek family. I am supported by inspiring leaders and empowered to make decisions. The culture in Mastek is heavily build on values which are aligned with my own personal values. I am trusted to lead and I am passionate about being a servant leader. I stand shoulder to shoulder with all my colleagues both female and male. As a woman in leadership I am treated with the same respect as my male peers.



**Anusha Harode**  
Test Analyst, Mastek

I joined Mastek as a Senior Test Engineer in 2012. Ever since, Mastek has provided me numerous opportunities for professional and personal growth, and enhanced my industry knowledge. Due to my maternity complications, I had to quit my job for over a year but once I was ready to resume work, I chose Mastek as my first priority and I consider myself lucky that I got the opportunity to work here again. Mastek has enabled me to boost my career with a diverse range of exciting and challenging projects, gave me opportunity to work with supportive managers and great colleagues. Prior to joining Mastek, I was skeptical if it is possible to balance personal and professional life with such ease in the IT industry. Mastek has been a thoughtful, effective organisation that continues to make a difference for working women and their families.



**Sandesha Zolekar**  
Senior Test Engineer, Mastek

Mastek is very flexible as an organisation. Working at Mastek is a great pleasure and privilege. I am surrounded by a diverse team; all intelligent and friendly people. Mastek allows me the opportunity to be in contact with people, not only within the organization but also with our clients. Such exposure is critical to continuous professional growth as working on different projects allows one to enhance and upgrade skills and find innovative ways to tackle challenges. This is exactly the working environment in which people can develop and make a difference! Whenever there's an opportunity or challenge coming our way we can adjust and jump right in. It's exciting and motivating to be a part of this fruitful, ever-expanding company.





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