

kubrick

Gender Pay Gap Report 2022



"Change is happening. We are shaping the future, but we all need to stay the course."

“

Following the publication of the latest gender pay gap reports we can see that the pay gap in the tech industry continues to be a real challenge and something that Kubrick as a business continues to hold at the forefront of our decision making when it comes to the hiring, development and promotion of women across all levels of our organisation.

Publication of the gender pay gap report holds companies publicly accountable and keeps gender parity front of mind not just for organisations and their leaders, but for the people who work within them and prospective employees. 91.1%^[1] of companies in the tech industry still pay their male employees more than their female employees placing the pay gap in our industry at 16% higher than the national average of 11.6%.

For this period, we are again pleased to report a median gender pay gap of 0%. These impressive numbers continue to be the result of the many initiatives we have in place, including our ongoing focus on gender balance across our consultant population which continues to have high female representation and our continued efforts to increase female representation at the senior level of our organisation by way of internal promotions and external hiring initiatives.

Despite seeing a rise in our mean pay gap in 2021, as predicted in our 2021 report this has reduced from 11.3% to 0% for 2022. Whilst we have seen a decrease in our mean bonus pay gap which currently sits at 62.8% down from 79.3% in 2021 we have seen a large decrease in our median bonus pay gap from 27.9% in 2021 to -52.5% in 2022. This decrease is due to a greater gender balance across all levels in our business.

Although the Gender Pay Gap is only reported in relation to our UK business we believe that it is equally important to apply the same rigour across our US business and to hold our leaders across both geographies accountable for creating a cohesive, supportive and representative culture.

The process of reporting on the pay gap, reflecting on the reasons for disparity and then acting to make improvements is paying off. Change is happening. We are shaping the future, but we all need to stay the course. We want to do more to develop and foster a diverse and inclusive workplace for all our employees. We recognize that this is a long-term challenge, however, we have continued to make some progress in improving representation in 2022 and we look forward to making further inroads in this space across the course of 2023.

Tim Smeaton & Simon Walker
Managing Partners & Founders



Our Data at a Glance..

MEDIAN PAY GAP



MEAN PAY GAP



BONUS MEAN PAY GAP



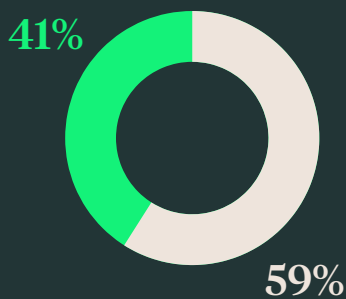
BONUS MEDIAN PAY GAP



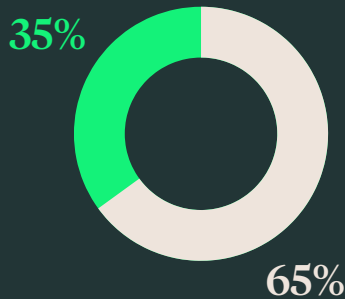
Percentage of men and women in each quartile of Kubrick's pay structure

● Women ● Men

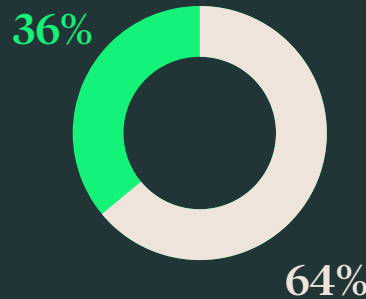
Upper



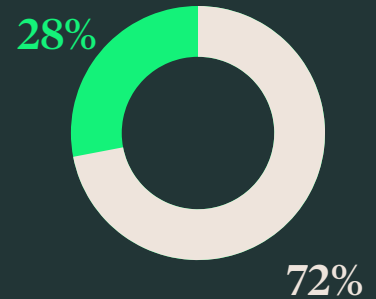
Upper Middle



Lower Middle

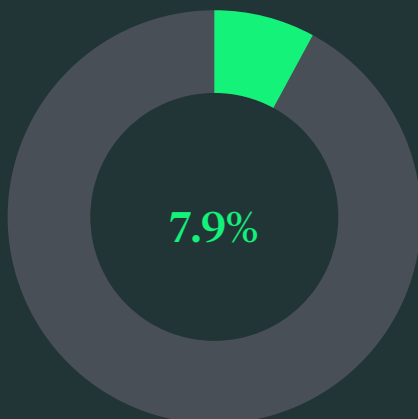


Lower

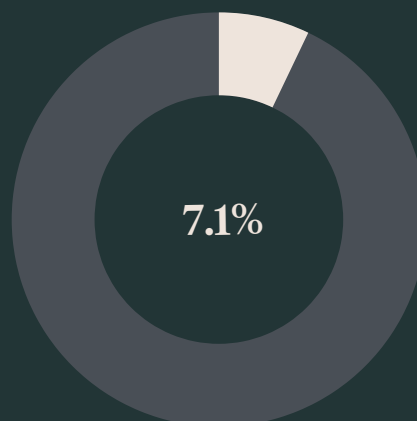


Percentage of men and women receiving bonuses

% women receiving bonuses



% men receiving bonuses



"We fully recognise that this is a journey and that it will take continuous action and focussed leadership to enable lasting change."

“

Our ambition as an organization is to attract and develop the very best talent regardless of background or identity. This means we have to engage and support our people throughout their careers to provide them with the resources they need to achieve their potential.

Our continued investment in our DE&I initiatives has been a real focus for our business across 2022 and we are starting to see some real changes within our organisation. We continue to apply a strong focus on our talent pipeline ensuring that we continue to have strong female representation amongst our consultants in training, increasing representation amongst our senior management by empowering and developing our current employees and growing a culture of representation through our newly formed employee networks which are set to grow further across 2023. These networks are helping to shape and form our DE&I roadmap and a more holistic approach to embedding a strong DE&I culture at Kubrick.

Our annual pay review process gives us confidence that employees in similar roles are being paid equitably and that pay differences, where they exist, are not based on gender which has been reflected in our base pay and bonus pay gap results.

We have also redesigned our interview process to incorporate our core business competencies in order to set a globally consistent recruiting standard to help enable an inclusive, equitable approach to hiring.

Linda Macdonald
HR Director

This has helped us to better understand how to reduce the effects of unconscious bias and increase transparency of our processes and systems. We have also created more visibility of our internal job opportunities here and in the US allowing for the movement of key talent across geographies.

In 2023 we look forward to embarking on a number of initiatives and partnerships that will only help to continue to strengthen the work we have done to build our DE&I culture to date. In Summer 2023 we are looking forward to engaging in our first internship programme working with the organisation 10000 Black Interns where we will be welcoming 11 interns in for a summer internship. We look forward to the launch of our Women and LGBTQ+ Employee Networks and being a lead sponsor at the 2023 Women in Data conference. We are also making headway in the Neurodiversity space and 2023 will see us become a founding member with Neurodiversity in Business.

We fully recognise that this is a journey and that it will take continuous action and focussed leadership to enable lasting change, but we firmly believe that our commitment to drive progress is having an impact across all levels of the organisation.

I confirm that the figures contained in this report have been verified and checked thoroughly to ensure complete accuracy.



"Our bigger picture centres on building an environment that is open to all, reflective of diversity and respectful of differences."

“

The Gender Pay Gap continues to be an important measure, but doesn't tell the entirety of the story of Kubrick's commitment to gender equality, or our wider efforts toward equality for all people who form part of the fabric of our organisation. One of my favourite things about Kubrick is how holistically we think about diversity and inclusion. For us, gender is a piece of the puzzle – a crucial piece, but a piece that forms part of a bigger picture.

Our bigger picture centres on building an environment that is open to all, reflective of diversity and respectful of differences. The nature of our work requires that we bring new ideas and solutions to emerging challenges in the world of data and artificial intelligence. To build a culture where everyone can thrive, we're always striving to recruit talent with different backgrounds, a range of experiences, and diverse perspectives. But recruitment is only the start of the journey. We also need to create opportunities for understanding and for unlearning the behaviours that create barriers to inclusion. At the same time, we need to create communities and support structures so that people can find connection and affinity within the organisation.

Representation, education and community are the focus of our next diversity and inclusion year at Kubrick. We continue to review and make changes to the way that we recruit and assess talent at all levels of the organisation. We continue to showcase the people of Kubrick and tell their stories through our blogs, podcasts and events as a reminder that all people are welcome and can build their careers at Kubrick, and so that people can see themselves represented and hear echoes of their stories in the stories of their colleagues.

Dana James-Edwards
Head of DEI



We continue to focus on education and on boosting and varying the ways that people can learn about inclusion at work. Our focus is helping others thrive at work and confronting the biases that turn differences into obstacles, and get in the way of people being able to comfortably be themselves. Our Diversity Champions group, with representation from across the organisation, helps hold us accountable and ensure that we're staying the course and actively pursuing initiatives and projects that get us closer to our diversity and inclusion goals.

We are also working on building out our employee network groups, and wouldn't you know it, our very first staff network group is focused on women and gender non-binary people at Kubrick. We intend to start several other staff networks and community groups across the year, and to keep building network spaces until everyone at Kubrick can find a community to which they belong.

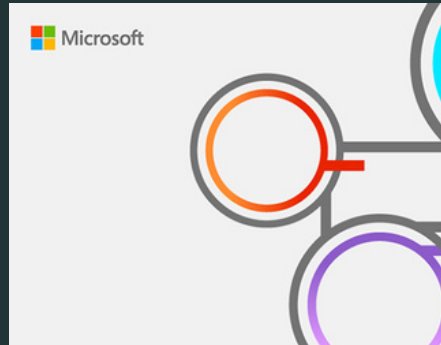
The next year at Kubrick is going to be an exciting one, and I am excited to be a part of the journey toward inclusion and belonging for all. To build on this in 2023 Kubrick will also look forward to reporting its Ethnicity pay gap as part of this report.



Sponsorships and Partnerships



WOMEN IN DATA PARTNERSHIP



MICROSOFT PARTNERSHIP PLEDGE



COLLIBRA - SILVER PARTNER



MICROSOFT GOLD PARTNERSHIP



DISABILITY CONFIDENT COMMITTED

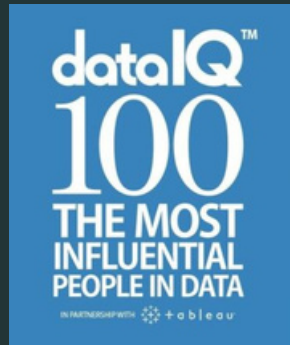


NEURODIVERSITY IN BUSINESS MEMBERSHIP

Business and Employer Awards



FINANCIAL TIMES 100 AWARD - EUROPE'S FASTEST GROWING COMPANIES 2021



DATAIQ 100 AWARD - TOP 100 MOST INFLUENTIAL PEOPLE IN DATA 2021



SUNDAY TIMES FAST TRACK AWARD - TOP 100 GRADUATE EMPLOYERS 2021, 2022, 2023



ECI GROWING BUSINESS AWARD - MARKET DISRUPTOR OF THE YEAR 2021



THE LDC AWARD: TOP 50 MOST AMBITIOUS BUSINESS LEADERS 2021



ECI GROWING BUSINESS AWARD - EMPLOYER OF THE YEAR 2022



ECI GROWING BUSINESS AWARD - GROWING BUSINESS OF THE YEAR - TURNOVER £25M-£45M