

**mimecast**

# UK Gender Pay Gap Report 2021



## Introduction

We lead by example - and by learning all the time.



- **Peter Bauer,**  
**CEO, Mimecast**

As a global company, we believe our success rests in the diverse nature of our business and our ability to connect with our employees, customers, and clients from all walks of life. Mimecast has set ambitious plans to scale and grow, and we believe our ability to reach this relies in part on our efforts to attract, retain, and engage diverse talent.

The whole Executive Committee remains committed to ensuring women are represented at Mimecast across the full workforce including positions of leadership. We want Mimecast to be a workplace where women have a fair opportunity to thrive, succeed and do their best work.

Since 2020, Mimecast has accelerated its commitment to Diversity, Equity and Inclusion (DEI) and we are proud of the efforts we are making to support gender equality in and beyond our four walls.

Our commitment to DEI is further reinforced through the development of a company-wide Global Diversity, Equity and Inclusion Strategy, introduced in May 2021.

A key milestone for us was the establishment of Equity, Inclusion and Workforce Diversity Targets, of which increasing the number of women at Mimecast and ensuring equitable outcomes in our people processes, including Compensation, remain critical goals. This data-driven approach to gender equality allows us to actively track progress, ensure accountability, facilitate ongoing action and work towards meaningful change.

Be passionate. Be powerful. Be alive with purpose.



- **Jennifer Odogwu,**  
**Global Head of**  
**Diversity, Equity**  
**and Inclusion,**  
**Mimecast**

"We know that a key reason for the gender pay gap is the systemic stereotypes that exist around gender, capability, and roles. Thus, a key focus for us is educating People Managers and employees on the cause and impact of unconscious bias, inequity and diversity, in the hopes of creating a more balanced workforce with women fairly represented at all levels of the business."

## Women in Technology

The shortage of female talent in the cybersecurity industry is widely publicised. And whilst the industry remains male-dominated, we remain committed to working with the broader tech industry to encourage more women to enter careers in STEM, as well as non-technical roles that the industry has to offer. Recruiting and retaining women as they enter the workforce remains a priority for Mimecast.

We will continue to invest the time and resources to create a more vibrant, diverse global community of Mimecasters.

Our approach to this is threefold:



### Hire More

We have doubled down on our efforts to enhance our Talent Acquisition processes to attract and acquire the best talent and increase the diversity of our workforce. Our focus on hiring has driven impact. **In 2021, 30% of our new hires were women,** contributing to a steady overall representation of women in Mimecast, over the years.



### Promote More

We are fully committed to Talent Management processes including performance management and promotion that are equitable, clear and unbiased, with transparent guidelines for all Mimecasters to access. **In 2021, 33% of our promoted employees in the UK were women, up from 27% in 2020.**



### Retain More

Our ability as an organization to retain top talent is critical to our ability to scale with growth. Our approach to retention is supported by investing in strong leadership, a focus on cross collaboration teamwork, career development, and overall employee engagement programs to build an inclusive and enjoyable work environment for all. We are pleased to have been recognised by **Great Place to Work Certifications** in the UK.

## Methodology

### What is the UK Gender Pay Gap Report?

The Gender Pay Gap Reporting (GPGR) legislation requires employers in the UK with 250 or more employees to publish calculations every year showing the pay gap between their employees who identify as men and women.

### What does the UK Gender Pay Gap measure?

The UK Gender Pay Gap is a basic calculation of the percentage difference between average hourly earnings for men and women, regardless of the work they do. Earnings include base pay, allowances and any other bonus and incentive pay paid 6 April 2020 - 5 April 2021. The Gender Bonus Gap is the percentage difference in all incentive pay received by men and women in the 12 months up to April 2021, including bonuses and sales commission payments.

### What isn't measured?

The pay gap is not a measurement of equal pay. It is one basic measure across all jobs, not a measure of the differences in pay between men and women within the same job type.

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Set the bar – then  
beat it, together.



## Results

The Mimecast gender pay gap analysis uses the government's methodology, determining hourly rates of pay for the pay period April 2021, encompassing the snapshot date of 5th April 2021.

The bonus gap calculations include bonuses paid and equity released in the 12 months prior.

### 2021 UK Pay Gap Data & Insights

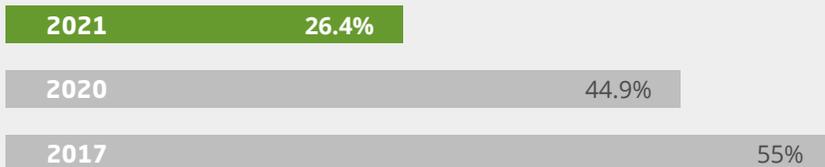
- A **decrease** in our median gender pay gap from **15.3%** to **11.3%**
- A **decrease** in our mean gender bonus gap from **44.9%** to **26.4%**
- An **increase in women representation** across all pay bands (quartiles) over the years since 2017, representing an increase in women in our UK workforce

Hourly Pay Quartile	2017		2020		2021	
	Women	Men	Women	Men	Women	Men
Upper	19%	81%	16%	84%	21%	79%
Upper Middle	15%	85%	20%	80%	18%	82%
Lower Middle	26%	74%	31%	69%	28%	72%
Lower	29%	71%	32%	68%	38%	62%

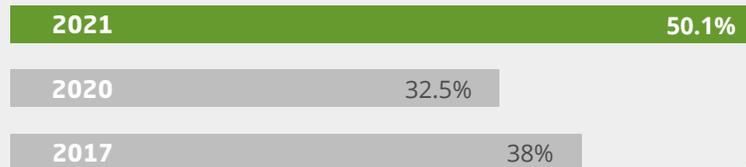
Metric	2017	2020	2021
Hourly Pay - Mean GPG - Hourly Pay	-12.3%	12.5%	17.1%
Hourly Pay - Median GPG - Hourly Pay	17.9%	15.3%	11.3%

Metric	2017	2020	2021
Bonus - % Women receiving a bonus	46%	60.2%	53.7%
Bonus - % Men receiving a bonus	44%	46.1%	44.7%

#### Bonus Pay - Mean GPG



#### Bonus Pay - Median GPG



## Results (continued)

- Women's mean hourly rate is **17.1%** lower than men's
- Women's median hourly rate is **11.3%** lower than men's

### Who Received Bonus Pay:



of **women**  
received bonus



of **men**  
received bonus

### Difference in bonus pay:

- Women's mean bonus pay is **26.4%** lower than men's
- Women's median bonus pay is **50.1%** lower than men's

**About mean and median:** The mean hourly rate is the average hourly wage across the entire organisation, so the mean gender pay gap is a measure of the difference between women's mean hourly wage and men's mean hourly wage. The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly wage of the person in the middle. So, the median gender pay gap is the difference between women's median hourly wage (the middle-paid woman) and men's median hourly wage (the middle-paid man).

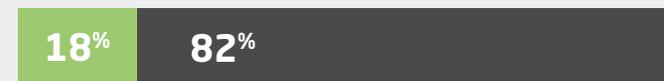
### Proportion of women in each quartile:

■ Women ■ Men

#### Top Quartile (Highest Paid):



#### Upper Middle Quartile:



#### Lower Middle Quartile:



#### Lower Quartile (Lowest Paid):



**About quartiles:** Pay quartiles are calculated by ranking all employees in an organisation from high to low based on their hourly rate of pay, splitting the list into four even groups and looking at the proportion of women and men in each quartile. This gives an indication of women's representation at different levels of the organisation.

## Understanding the Data



More detailed analysis of Mimecast's gender pay data clearly shows the following key areas of difference:

- **Seniority of employees:** Mimecast has more males within senior roles of the organisation. This is representative of wider global trends in cybersecurity but already changing in the industry. Mimecast is also employing more women in entry-level positions as young women slowly enter careers in technology. It will be a few years before they progress through the ranks and the number of senior roles occupied by women increases. This has the potential to widen the gap initially.
- **Bonuses, equity and Sales commission:** The UK gender pay gap regulation requires that we include remuneration in the form of shares as part of the bonus calculations. Currently more men than women hold senior positions at Mimecast. As the senior roles typically receive larger bonuses and equity awards this can increase the gap beyond what it would be if only basic pay was included in the calculations. Additionally, the commission achieved by different members of the sales team could influence figures.
- **Engineering:** Mimecast rewards its high-skilled and specialist engineers to compete in a competitive and global talent economy. Engineering is typically a higher paid industry and Mimecast has found that significantly more males apply for each developer role.

## Our Compensation Philosophy

**Delivering on Mimecast's longstanding commitment to fair and equitable compensation practices:** Whilst the Gender Pay Gap shines a light on macro differences in compensation and gender representation, ongoing pay reviews at Mimecast show that our people are paid fairly for the specific jobs they do.

Since we have a higher representation of men in the higher paying roles, gaps are negatively amplified using the GPGR methodology. Mimecast has expanded the approach to fair compensation beyond base salary to also include cyclical activity such as performance assessments and promotions together with additional forms of compensation such as equity / long term retention and the company bonus plan.

In October 2021, we completed a comprehensive market review and analyzed where Mimecast employees were positioned in the pay range for their job level. This resulted in approximately 500 employees (or c 26% of the global population) receiving compensation increases to bring them into alignment.

Because our workforce is constantly changing, pay equity is an ongoing commitment. We will continue to monitor and review internal and market data across Mimecast and, where necessary, make upward adjustments to ensure fairness.

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# Solutions

What are we  
doing to close  
the Gender  
Pay Gap?



## Hire More

### **Diverse Candidate Slates for Leadership Roles**

Where candidates self-declare their demographic data, including gender and gender identity, we will continue to ensure a balanced set of CVs are reviewed, with a particular focus on those at Director and above levels to facilitate diversity in our applicant shortlists and leadership pipeline.

### **Future Builders**

For Director-level and above roles, Mimecast piloted a Future Builders Program in 2021 where members of our Employee Resource Groups and Global DEI Council participate in the interview process. Globally, Future Builders include members who are gender diverse. This program sets us up to have a diverse pool of trained Interviewers who actively facilitate discussions on our values and assess for Inclusive leadership competencies amongst candidates. With this increased focus, we believe our approach has led to more equitable decisions, a better candidate experience and more successful hires from a diverse talent pool.

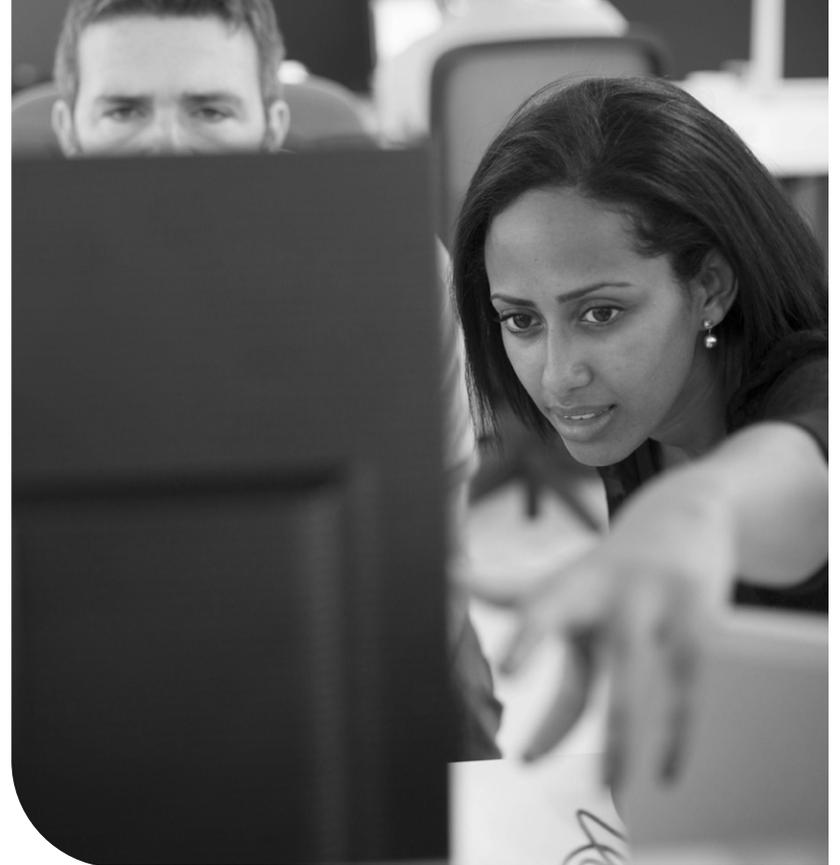


### **Inclusive Job Descriptions and Job Adverts**

In 2021, we focused on promoting the use of inclusive language in our job descriptions and job adverts to help attract candidates from a diverse range of backgrounds. The tool is using an external technology-based platform and analyses job descriptions and job adverts. It identifies words that have been shown in research to detract women and other Under-represented candidates from applying. The Talent Acquisition team actively replace these words to promote inclusion and attract a diverse applicant pool.

### **Partnerships**

We established defined partnerships with external organizations committed to attracting and recruiting diverse talent, including WomenTech, Tech She Can and Arrival Education UK. Through such partnerships, we can work together to increase the number of women working in technology by inspiring and educating young girls and women about the industry, sharing best practice with peers and promoting Mimecast as an employer of choice for women.



## Promote More

### **Equitable Talent Management**

Our Mimecast Performance Empowerment process focuses not only on the 'what' we do but the 'how' we do it. Goals and values are transparent and are set with the employee to be relevant, measurable and specific. Reviews of these goals and values are calibrated to ensure fairness in the review procedure with specific indicators to avoid bias affecting decisions.

### **Focused Career Growth**

Development plans are created as part of the Performance Empowerment process and are reviewed regularly. Managers are encouraged to push forward members of their teams for internal programs to develop their skills and ensure their growth and employees are encouraged to consider their skills gaps and requests any development they feel they need. Mimecast facilitates development both with internal programs and external skills based training to give employees the best opportunity for growth.

### **Targeted Career Development**

Our Mimecast Coaching Program, delivered by industry-leading coaching organization BetterUp, was offered to members of our Employee Resource Group (ERG), including our Women at Mimecast ERG, to facilitate their personal and professional effectiveness and leadership capability growth. Participants were matched with a virtual career coach and had the opportunity to access on-demand coaching support ranging from career development, communication skills and in some cases, wellness coaching.



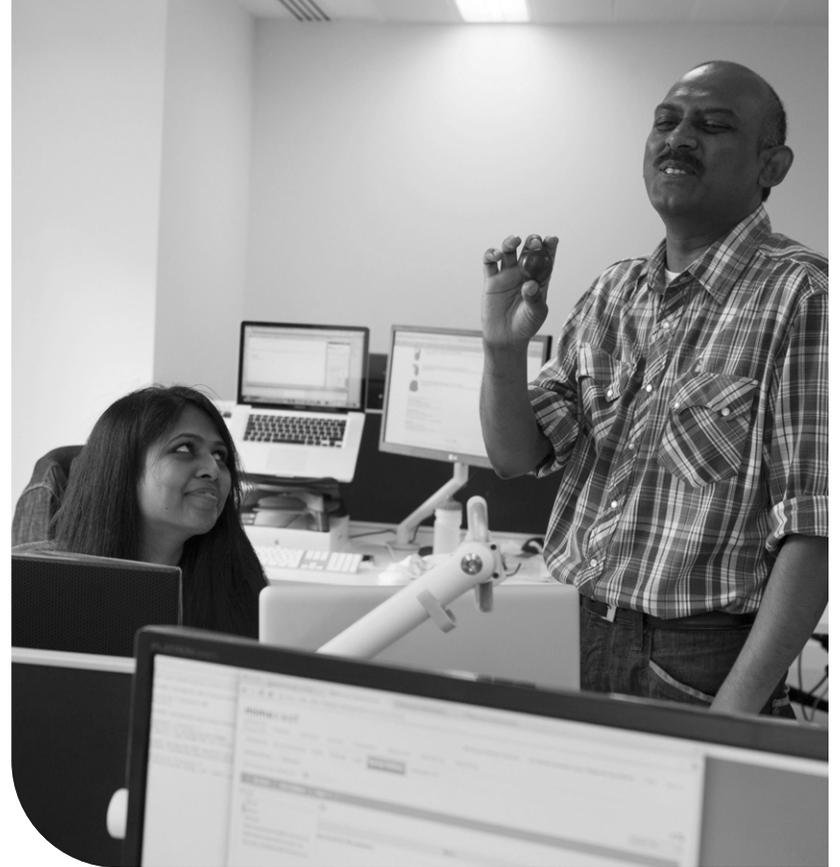
## Diversity in Succession Planning

We actively focus on diversity in succession planning and talent management working closely with individuals to understand their career aspirations and ambitions. The process is designed to ensure that all talent, including women and other underrepresented groups, has the opportunity for focused career growth. The tools that we use are based on self-evaluation and are guided to ensure that the employee has the chance to consider all options for growth.

Promotion candidates go through an interview process with members of our HR team, which has tools within it to ensure fairness and monitor any unintended bias. If an employee from an underrepresented background has not applied for a promotion role but are a strong candidate, they are actively encouraged by the team to apply.

## Clear Career Pathways for All Employees

In FY22, we launched a global core career framework to Mimecasters. This framework creates transparency on job levels, functional opportunities, and individual roles. With this information, employees are given the tools to advocate to their direct managers and plan for a long-term future with the organization; as well as have a better understanding of promotion requirements and career navigation tools.



## Retain More

### **Strengthen our Culture of Inclusion**

Each year, Mimecast launches an Employee Engagement Survey to continually enhance the experience we provide. This survey, run through third-party platform Glint, produces results that are benchmarked against other technology companies. A number of questions related to diversity, inclusion and culture are included, with Managers having access to their team results and specific action points to support their employees.

### **Ongoing Conversations to Encourage Retention**

Mimecast runs a forward feedback process as part of talent and succession planning which focuses on giving employees constructive feedback on their strengths and the areas that they can develop to help with career growth. Mimecast also has a process called 'stay conversations' which are scheduled to take place throughout the year so managers can discuss development, career goals and hear employees' concerns and to reinforce the importance of their skills to Mimecast.

### **Employee Resource Groups driving Psychological Safety & Inclusion**

Employee Resource Groups (ERGs) at Mimecast are employee-led groups who come together based on a shared interest in a specific dimension of diversity. Our ERGs are open to all employees and are built on a philosophy that to build a workplace that works for everyone, everyone must build it together. Our ERGs have been at the heart of delivering thought-provoking initiatives that help foster empathy, awareness, and psychological safety amongst employees. These have included workshops on Race and Identity, LGBTQ+ Inclusion for People Managers, Developing Confidence and Communication Skills for Women, and Promoting Disability Inclusion in the Workplace.

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## Women @ Mime ERG

Our Women @ Mime Employee Resource Group (ERG), sponsored at Executive Level, continues to promote gender equality in and out of the workplace, with active engagement from Senior Leaders and male allies. The ERG creates opportunities for development, networking, and sponsorship for women across the business, and engagement efforts that support women in our local communities, with added focus in 2021 on the impact of the COVID-19 pandemic on women and wellbeing. Initiatives delivered for Members have included Communicating with Confidence and a Career Spotlight event in partnership with our WomenTech network.



## Looking Ahead



- **Pippa Gray,**  
HR Director Europe,  
Mimecast

"We're proud of what we've accomplished in the past year but recognise there is still much to do to close gender gaps and celebrate the richness of diversity. The UK Leadership Team is accountable and plays an active role in making Mimecast a place where women can thrive and build an inclusive future for all.

I'm encouraged by the participation of our Mimecasters to actively lean into conversations about gender, equity and biases. I continue to learn so much from them, helping me to reflect on how I can better support our employees and create meaningful change toward a more just workplace."

*"To align with UK government reporting requirements, data in this report refers to the traditional sex categories of male and female. Mimecast respects that gender is on a non-binary spectrum and reporting in this manner should not be interpreted as our position on this.*

*I confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017."*

- Pippa Gray, HR Director Europe, Mimecast



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Mimecast's expanded cloud suite enables organizations to implement a comprehensive cyber resilience strategy. From email and web security, archive and data protection, to awareness training, uptime assurance and more, Mimecast helps organizations stand strong in the face of cyberattacks, human error and technical failure.