

Gender pay gap report

April 2025

Introduction

Addressing the gender pay gap continues to be a key aspect of my role as Global People Director and DEI Lead. Each year, our commitment to gender equity strengthens, not only because it reflects who we are as an organisation, but because it directly shapes the employee experience, attraction of diverse talent, and long-term health of our culture.

Over the last 12 months, we have continued to build on solid foundations laid in prior years, delivering new initiatives that focus on fairness, representation, and inclusion. We remain fully committed to ongoing improvements in gender representation at management levels, through both internal development and external hiring, highlighting the dedication of our leaders and our teams.

What drives our progress is the collective passion of our DotDEI employee group, our People Team, our leaders, and every Dotdigital employee who advocates for fairness, support, and belonging. While there is more to do, we remain committed and intentional in our strategy; strengthening inclusive hiring practices, creating equitable career paths, improving transparency, and building systems that support women at all stages of their careers.

I invite you to read our 2025 gender pay gap report and continue partnering with us to build a more inclusive and representative future for all.



Nicky Penkov

Global People Director & DEI Lead

Who are we?

Dotdigital is a global customer experience and data platform (CXDP) supporting marketing teams to deliver personalised cross-channel journeys at scale. Powered by unified data, intelligent segmentation, and advanced AI capabilities, Dotdigital enables marketers to create meaningful, relevant, and impactful customer experiences.

We are proud to be the world's first carbon-neutral, ISO14001, ISO27001 and ISO27701 certified marketing automation platform, and home to a vibrant, global community of innovators, creators, and problem-solvers. Our culture is built on curiosity, collaboration, ownership, and a relentless drive for improvement – powered by teams who care deeply about their work and each other.

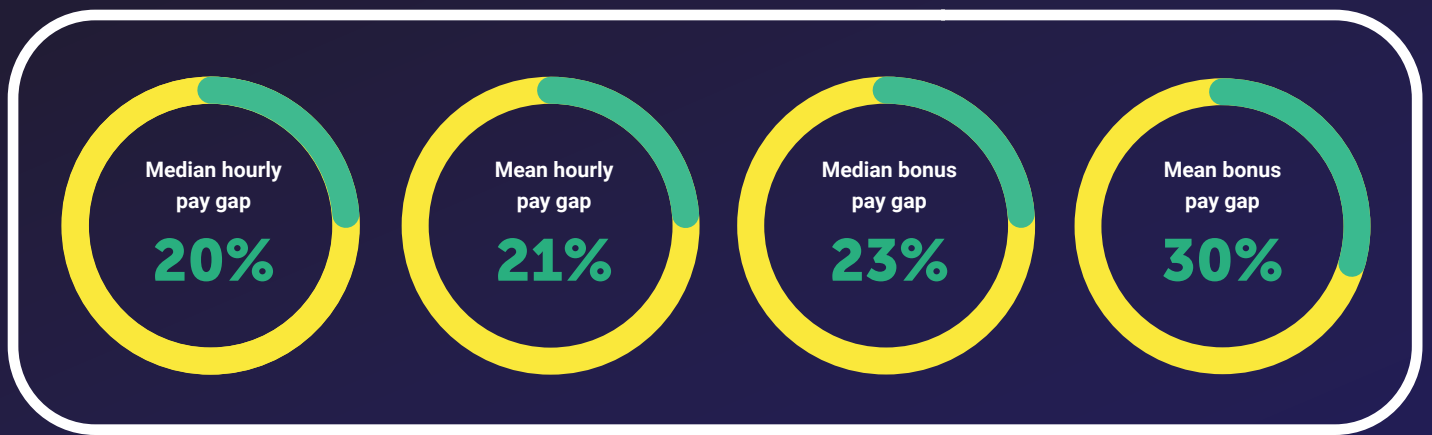
Why Do We Have a Gender Pay Gap?

Our gender pay gap is not a reflection of unequal pay for equal work – but rather the distribution of men and women across teams, roles, and seniority levels. As with the wider tech industry, we continue to see under-representation of women in senior leadership, technical, and certain revenue-generating roles. These areas influence the pay gap most heavily.

Over the past year, we sustained momentum in addressing this imbalance. Our focus remains on improving access, visibility, and progression pathways for women, strengthening long-term representation across all levels of the organisation. Meaningful progress takes time, but continued action and investment are helping to move us in the right direction.

Dotdigital gender pay gap

Snapshot date 5 April 2025



The percentage of women in each pay quarter

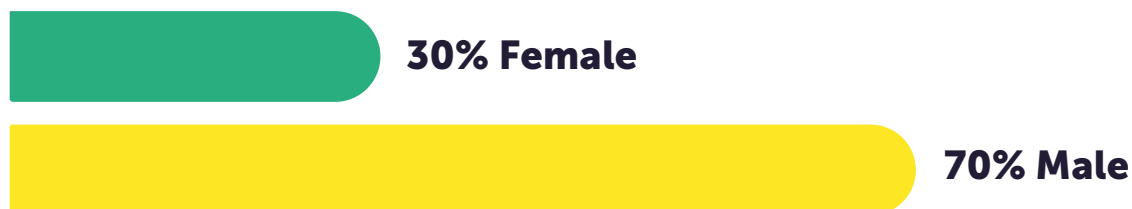
Women occupy 22% of the highest paid jobs and 47% of the lowest paid jobs

(Was 18% of highest paid and 45% of lowest paid jobs in 2023)

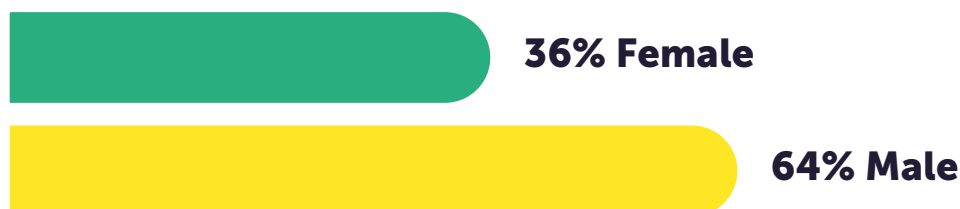
Upper hourly pay quarter (highest paid)



Upper middle hourly pay quarter



Lower middle hourly pay quarter



Lower hourly pay quarter (lowest paid)



Our UK pay data

(Our Gender Pay Gap data is calculated and reported according to the UK Government requirements. For more information see: <https://www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers/overview>)

Equality initiatives we continuously support:

DotDEI employee group

Our global employee-led community drives awareness, fosters dialogue, and champions inclusive practices. DotDEI continues to play a critical role in embedding DEI values into our culture and ensuring employees have a voice in shaping initiatives that matter most to them.

Inclusive recruitment practices

We are committed to ensuring every candidate has a fair and equal opportunity from the very first interaction. Over the past few years, we have embedded several practices designed to reduce bias and create consistency, including:

- Inclusive job adverts using gender-neutral language and accessibility-focused formatting
- Structured interviews with competency-based scoring to increase objectivity
- Anonymous candidate screening, removing identifiable details where possible
- Clear assessment criteria that enable fair comparison across applicants

These practices have formed a strong foundation for equitable hiring and continue to evolve as we learn, develop, and refine our processes.

Charity partnerships

We renewed our partnership with The Girls' Network, supporting mentorship programmes that empower girls from less advantaged communities. This year, we also extended our impact through donations to ActionAid, reinforcing our commitment to supporting women and girls globally.

Visibility of internal promotion opportunities

We believe in transparent, accessible growth. To ensure all employees can progress, we maintain:

- Clearly communicated vacancies posted internally
- Career development pathways and guidance
- Leadership and skills-focused learning programmes
- Opportunities for employees to engage in cross-team experiences and development

This commitment supports fairness in progression and ensures internal candidates have visibility and access to advancement routes.

International Women's Day programme 2026

This year, we celebrated International Women's Day through a week of purposeful learning, engagement, and storytelling:

- Live Webinar with Alice Olins – Leadership coach and founder of The Step Up Club, delivering The Attitude Advantage: Optimism, Self-Leadership & Social Support.
- Women Who Inspire Us – A week-long activation inviting employees to recognise women who inspire them.
- Slack Communities Spotlight – Highlighting channels for connection, shared learning, and support.
- Partner Spotlight: ActionAid – Showcasing their global work advancing women's and girls' rights.

Global gender representation

We monitor and publish our global gender representation annually. This transparency supports accountability and helps us measure our progress in closing representation gaps across the business.

Support for menopause & reasonable adjustments

Beyond awareness-raising, we continue to offer reasonable adjustments for employees experiencing menopause, which may include:

- Flexible working arrangements
- Adjusted workload or environment where needed
- Manager guidance and resources
- Access to wellbeing and medical support

These measures aim to ensure employees feel supported, understood, and able to thrive during what can be a challenging life stage.

Culture and values: CODE

Our company values – the Dotdigital C.O.D.E. (Collaborate, Open, Diversity, Enjoy) – play a central role in how we work, lead, and collaborate. This year, we launched new projects that specifically strengthen the “D for Diversity,” embedding inclusive behaviours into everyday practices across the organisation.

We also initiated a refresh of Dotvoice, our employee resource group dedicated to elevating employee perspectives and strengthening belonging across our community.

Equality initiatives we delivered

Breastfeeding policy

A new global policy ensures consistent support and facilities for nursing parents across every region.

Regional diversity data

We expanded our DEI reporting, collecting detailed regional diversity data to help us better understand workforce patterns and design targeted interventions.

Equal pay audit

A full equal pay audit was completed to ensure fairness and consistency in pay decisions across comparable roles.

Anti-bullying & harassment training

Mandatory global training helped reinforce our commitment to a respectful, supportive workplace culture.

Maternity returner programme

Our strengthened programme supports mothers through the transition back to work, offering community, guidance, and structured resources.

Initiatives planned for the future

Enhanced parental leave

We are increasing our paid parental leave, these changes are designed to better support our employees through important life events and to give parents additional time and security during moments that matter most.

Neonatal support

In addition to enhancements to our paid maternity and paternity leave, we are introducing a new neonatal paid leave benefit to support families when a newborn requires specialist care. Our aim is to ensure all parents feel supported, both emotionally and financially, so they can focus on their family's wellbeing.

Menopause action plan

A structured programme of support, training, and resources to help employees and managers understand and navigate menopause.

Best workplaces for women

Continuing our journey towards external recognition of our progress and culture.

Reducing bias through aptitude testing

As part of our future talent strategy, we are exploring the introduction of aptitude-based assessments to further reduce bias in hiring. These tools can help ensure candidates are evaluated consistently and fairly, based on capability and potential rather than background, confidence barriers, or demographic factors.

Broader diversity & inclusion initiatives

While our gender pay gap work is a critical part of our DEI strategy, our commitment extends far beyond gender alone. We continue to invest in programmes that strengthen visibility, support, and belonging for underrepresented groups across all regions.

New diversity pages on the Dotdigital website

A redesigned public hub showcasing our DEI efforts, data, and commitments.

ECHO week

A global celebration of culture and heritage, encouraging storytelling, awareness, and connection across our international workforce.

Transgender employee support

We provide dedicated resources for transgender and gender-diverse employees, including transition-at-work support and inclusive language guidance.

Neurodiversity week

A week dedicated to education, awareness, and strengths-based understanding of neurodiversity in the workplace.

Pride week & Pride parade participation

We celebrate Pride with global programming, allyship sessions, and participation in local Pride parades to visibly support the LGBTQIA+ community.

Access to work

We actively support employees through Access to Work and regional equivalents, ensuring individuals with disabilities or health conditions have the adjustments and support they need.

Closing remarks from our CPO

The gender pay gap is often viewed as a snapshot of inequality, but in reality, it reflects long-standing patterns of representation across industries and society. At Dotdigital, we remain fully committed to addressing these patterns through long-term investment in representation, culture, and equitable opportunity. This commitment extends across the entire business and is reflected in our business goals and objectives and is supported by the entire Senior Leadership Team.

Each year, we see meaningful progress: more women progressing within our business, stronger inclusive practices, and greater transparency across our People processes. Yet we also recognise where further focus is needed.

In 2026, we remain committed to:

- Strengthening fairness and representation
- Ensuring transparency in hiring, promotion, and pay
- Creating a workplace where every employee feels valued, supported, and empowered

Together, we can build a more equitable future for all.



David Aldrich
Chief People Officer

