



UK Gender Pay Gap Report

Evaluate Ltd

Pharma Intelligence U.K. Ltd

April 2022

Our values at Norstella

At Norstella, our mission is simple: to help patients gain access to life-saving therapies.

Norstella consists of five businesses: Citeline, Evaluate, MMIT, Panalgo and The Dedham Group.

To meet our mission, we ask that our workforce embodies the below principles:

- **Bold, Passionate & Mission-First**
- **Integrity, Truth & Reality**
- **Kindness, Empathy & Grace**
- **Resiliency, Mettle & Perseverance**
- **Humility, Gratitude & Learning**

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These principles are something I feel passionate about. I want Norstella to be a place where everyone is aligned around a single purpose, about why we come to work each day, and about how we behave and interact with each other. I believe that having strong principles in place that we all live by will create an environment in which we win. These are principles which are very personal to me, I live my life, personal and professional, by these principles, and I'd like you to do the same. Please take the time to read them, digest them, and live them. They guide us in the way we act, speak, work and behave together.

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Mike Gallup, CEO

What is the gender pay gap?

The gender pay gap measures the difference between men and women's average earnings in an organisation. It does not take into account people's roles or seniority.

The gender pay gap is different from equal pay. Equal pay ensures that employees must receive equal pay for work of equal value, regardless of gender.

It is mandatory for companies in the UK with more than 250 employees to publish their gender pay gap reports. We are committed to driving positive change in our organisation and are therefore making voluntary submissions for both of our UK businesses, Evaluate (Evaluate Ltd) and Citeline (Pharma Intelligence U.K Limited).

Here at Norstella, we ensure we meet equal pay requirements and by making voluntary disclosures in relation to the gender pay gap, we aim to identify why this may occur and how we can continually improve as a business.



Norstella global gender data

An overview

CITELINE

Evaluate

MMIT

panalgo

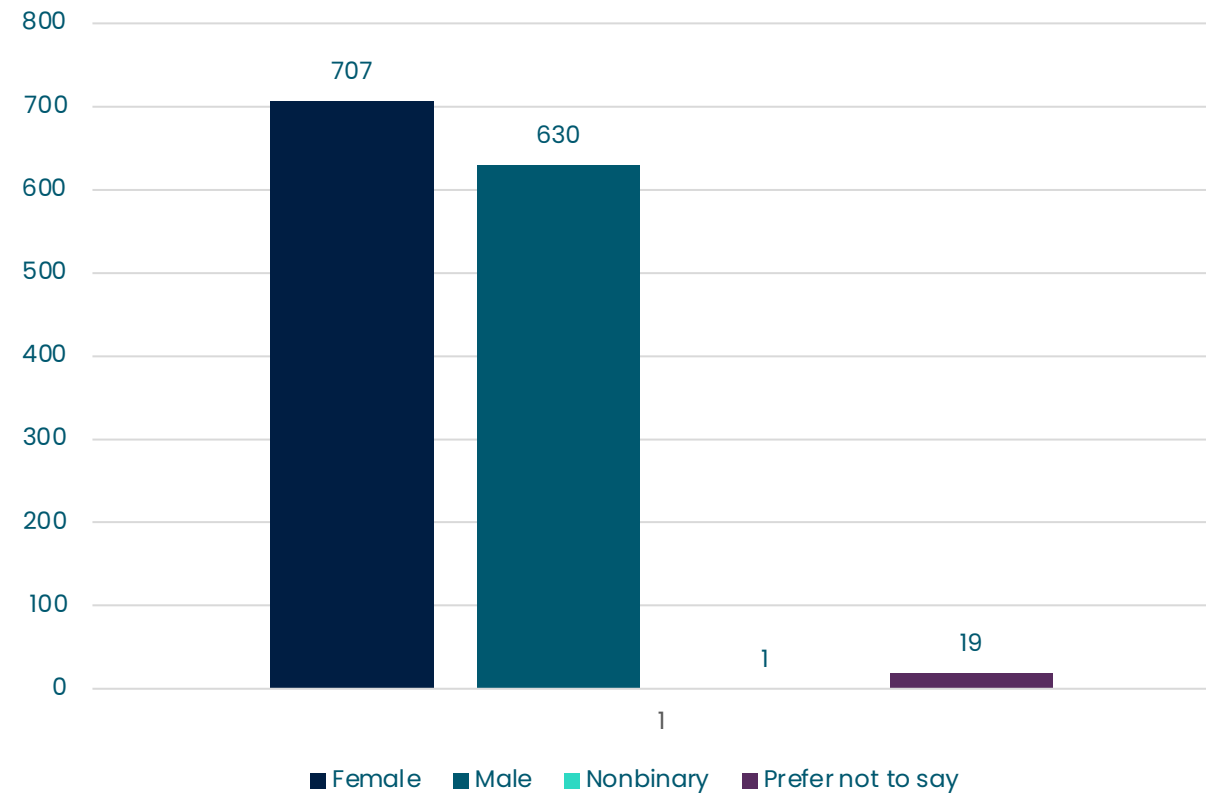
The Dedham Group

Although we are currently reporting on our two UK businesses for 2022, we aim to provide an increased analysis on our overall business for our 2023 report.

As we continue to grow as a global combined business we remain dedicated to driving change for the good of our business and its employees. We will continually review and analyse our data points.

We have therefore provided a snapshot of our gender population across our five global businesses: Citeline, Evaluate, MMIT, Panalgo and The Dedham Group as of 5 April 2022.

Norstella gender ratio 2022

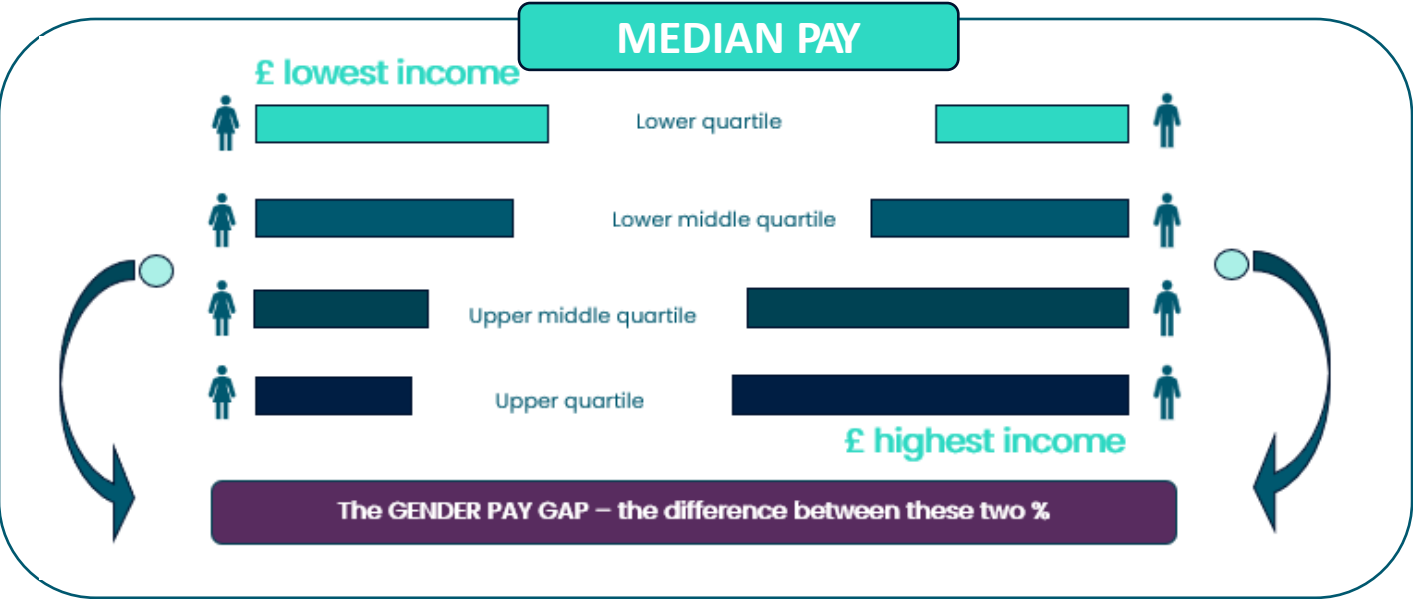
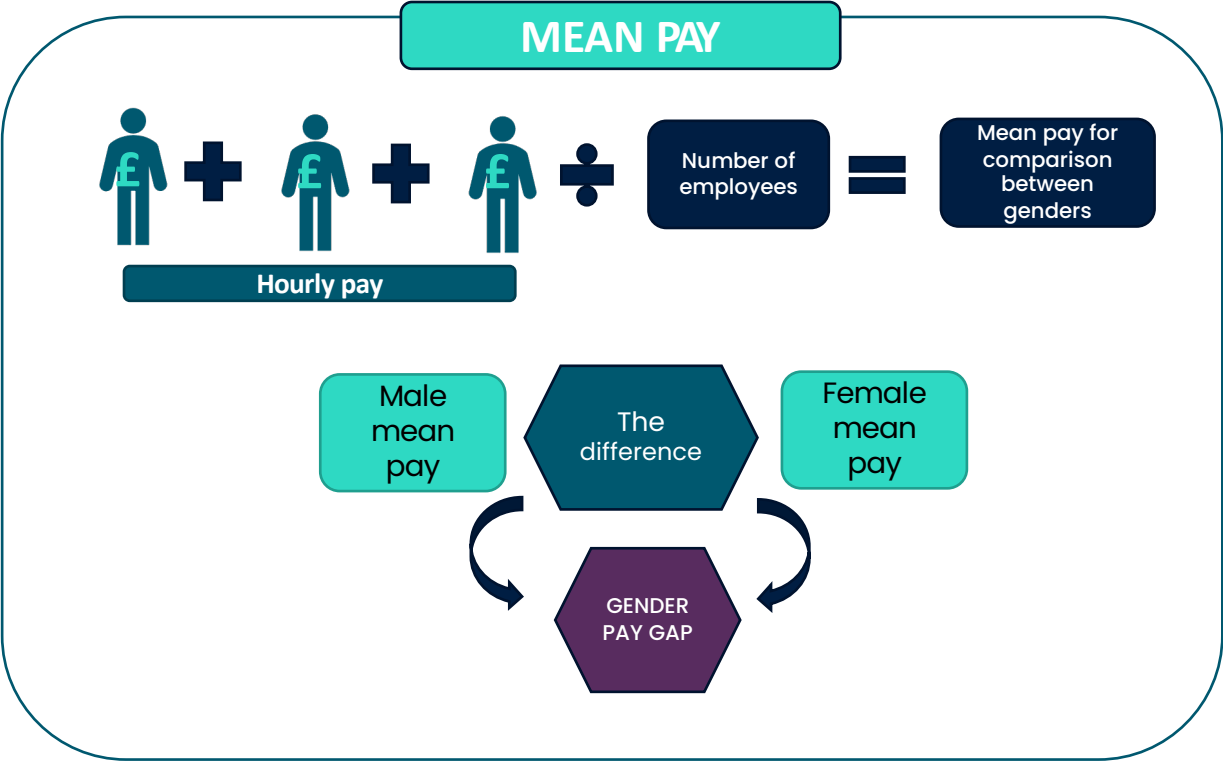


Our data shows the proportion of our workforce that's made up of those who identify as female, male and nonbinary. We also support our colleagues who would prefer not to select a gender and they have been included in this snapshot. This data is collated from onboarding questionnaires, however we support employees decisions to amend their gender determination upon request.

How we measure the gap

Our report uses a snapshot date of 5 April 2022 which is the requirement for UK private companies.

The **mean gender pay gap** measures the difference in the average hourly pay (and bonus pay which includes commission) between those who identify as men and those who identify as women. We have based our gender identity information for our snapshot date, on information collected during onboarding questionnaires.



The **median pay gap** identifies the difference between the midpoints of those who identify as men and those who identify as women. The midpoint is the exact middle on the scale of the lowest earner to the highest earner for each gender for hourly pay (and bonus pay). We divide the scale in to equal pay quartiles, from upper to lower and the percentage of men to women in each quarter, so any disparity in gender population can be analysed.

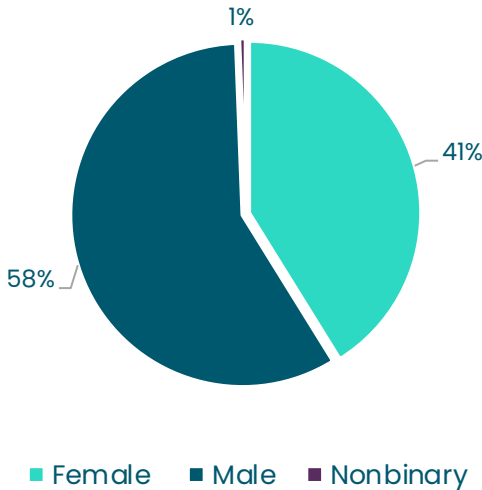
Voluntary reporting

Understanding our results at Evaluate (Evaluate Ltd.)

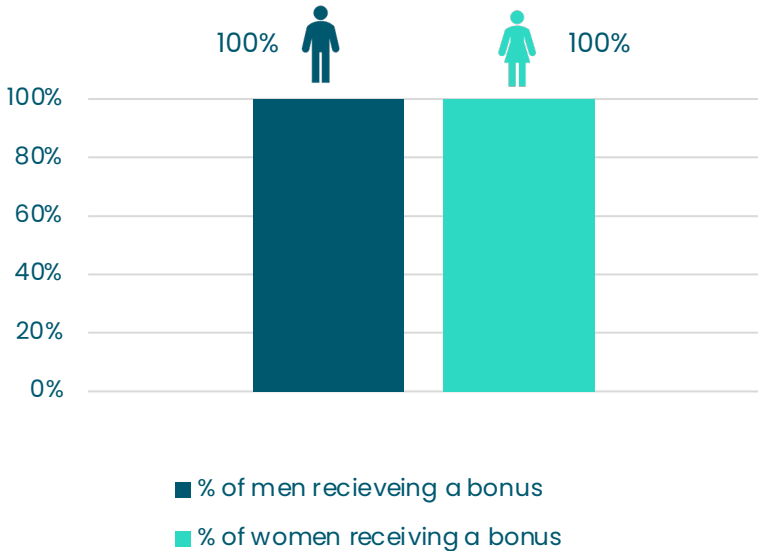
Evaluate

% male / female employees	58% / 41%
Mean pay gap	19%
Median pay gap	24%
Mean bonus gap	40%
Median bonus gap	26%
% males/females receiving a bonus payment	100% / 100%
Upper quartile male/female %	67% / 33%
Upper middle quartile male/female %	67% / 33%
Lower middle quartile male/female %	54% / 44%
Lower quartile male/female %	46% / 54%

Gender ratio of employees in Evaluate



% of employees receiving bonus

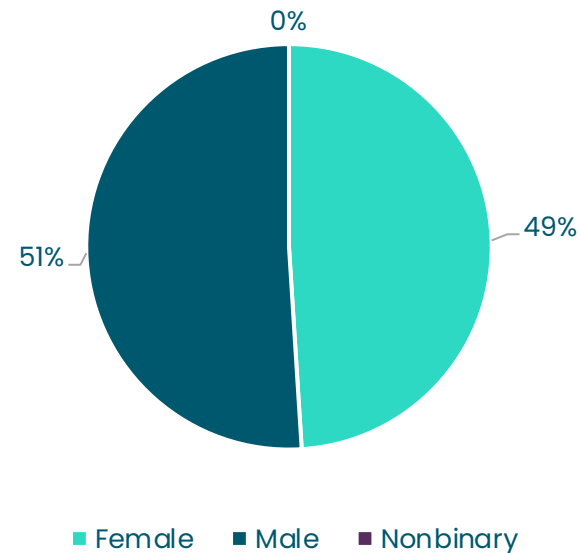


Voluntary reporting

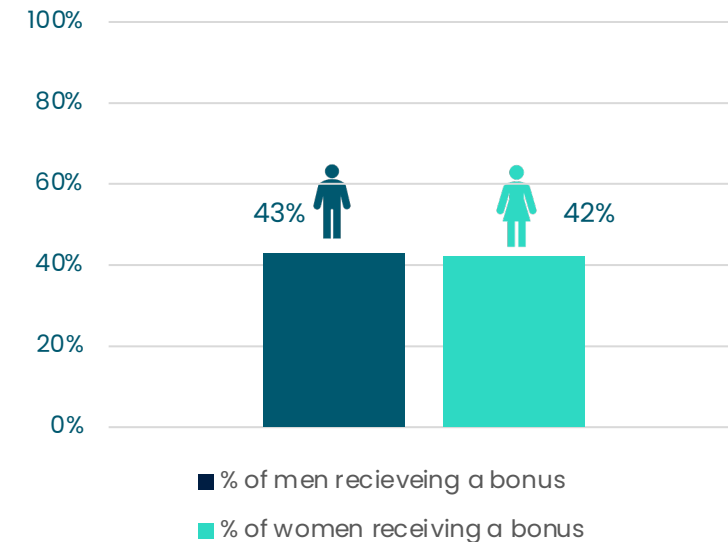
Understanding our results at Citeline (Pharma Intelligence U.K. Ltd)

% male / female employees	51% / 49%
Mean pay gap	22%
Median pay gap	22%
Mean bonus gap	56%
Median bonus gap	81%
% males/females receiving a bonus payment	43% / 42%
Upper quartile male/female %	60% / 40%
Upper middle quartile male/female %	64% / 36%
Lower middle quartile male/female %	46% / 54%
Lower quartile male/female %	32% / 68%

Gender ratio of employees in Citeline



% of employees receiving bonus



Examining the data

To maintain and improve a motivated workforce we are committed to improving the gender diversity of Norstella.

We are confident that our employees in similar roles are receiving equal remuneration regardless of gender. We believe our gender pay gap is a result of the following:

- Two full years of M&A activity – four large transactions, including two transformative mergers where we experienced attrition among senior female leadership and have undergone multiple reorganizations;
- Further to the above, we have inherited disparate compensation approaches through M&A activity, for example eligibility for bonuses;
- We have an uneven gender representation in specific departments i.e. we have a higher female presence in HR, marketing, and analytics, while consultancy roles have a higher male presence; and
- Roles that are eligible for performance based commission have a much higher male presence. After analysis we have determined this has had an impact on our median bonus gap and we will continue to review.

When examining the data, our findings are similar for both Evaluate and Citeline. We believe our gender pay gap could be indicative of an industry standard, and we will work towards taking steps to improve this.

We recognise there is a gender pay gap for both hourly pay and bonus pay and will aim to combat any unconscious gender bias. We will do this by offering training and raising awareness through our Diversity Equity and Inclusion (DE&I) Committee.

Positive steps towards change

Here at Norstella, we recognise the importance of a diverse and inclusive workforce. We understand that our people are integral to the success of our mission and we are committed to driving positive change on our gender pay gap.

We are aiming to improve our gender pay gap by acquiring and promoting more female talent. One way we are actioning this is by recruiting remote workers to expand our talent pool. For office workers, we offer a hybrid working model that allows working from home.

Our goal is to have a transparent pay policy across Norstella. This is already in place for Evaluate and whilst we comply with applicable laws for all of our businesses, we are also striving to expand transparency across the organisation.

We are determined to improve our corporate accountability and are creating a DE&I Committee across Norstella, demonstrating our dedication to equality.

Our DE&I Committee will execute on a number of initiatives, which will support the acceleration of career enhancement and advancement for underrepresented members of our workforce.

We will continue to strive for positive change in all of our businesses, which includes improving our gender pay gap.

Declaration

I confirm that the Gender Pay Gap data contained in this report is accurate.



Brandon Richards
Chief HR Officer

