



UK gender pay gap report

Evaluate Ltd

Pharma Intelligence U.K. Ltd

Snapshot 5 April 2023

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**



"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." – Mike Gallup

What is the gender pay gap?

The gender pay gap measures the difference between men and women's average earnings in an organisation from pre agreed methodology set by the UK government. It does not consider people's individual roles or seniority.

It is mandatory for companies in the UK with more than 250 employees to publish a gender pay gap report. We are committed to driving positive change across Norstella and are therefore making voluntary submissions for both of our UK businesses, Evaluate (Evaluate Ltd) and Citeline (Pharma Intelligence U.K Limited) However, on a combined basis, which is how we view our organisation, we meet these thresholds.

By collecting this data, and the work we continue to do through DEI, we aim to identify how we can continually improve as a business.

At the time of reporting, Norstella employed a total of 407 people in the U.K with 249 in Citeline and 158 in Evaluate.



Executive summary of results



1. Since our last report and throughout 2023 we have continued to improve our diversity across the organization.
2. We are confident that our employees in similar roles are receiving equal compensation.
3. Throughout 2023 we have concentrated on integrating our organisation after two full years of M&A activity which includes four large transactions, including two transformative mergers where we experienced significant change in our leadership as we continue to consolidate our employee base through reorganizations.
4. We continue to review and align our compensation approaches through M&A activity, for example eligibility for bonuses and creating more opportunities for female employees to move into senior level roles.
5. Roles that are eligible for 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.
6. When examining the data, our combined UK data shows that we have equal gender representation and are in the process of rolling out initiatives to address any gaps globally across the organization.
7. As we look at Norstella as a global organization with employees in 10 plus countries, we will continue to look for ways to close any gaps in compensation. Some of these initiatives include creating titles, levels and a compensation philosophy as well as driving pay for performance.

How we measure the gap

Hourly pay

Hourly pay is calculated based on annual salary recorded as of April 2023.

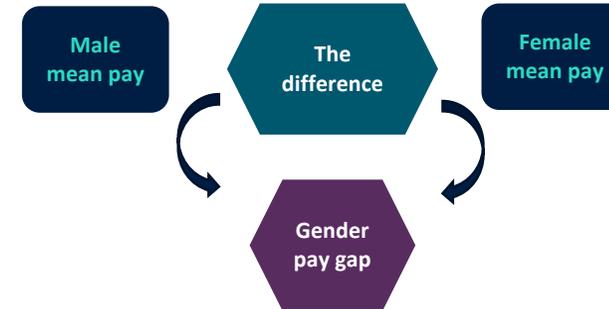
Bonus pay

Bonus pay is calculated based on bonus and commissions paid from April 2022 to March 2023.

Mean

Mean(average) provides an overall indication of the gap by adding all the hourly pay by gender, then dividing the hourly pay number by the number of people in each gender.

We take the average of each gender, subtract the male from female and divide by male, to understand our gender gaps.



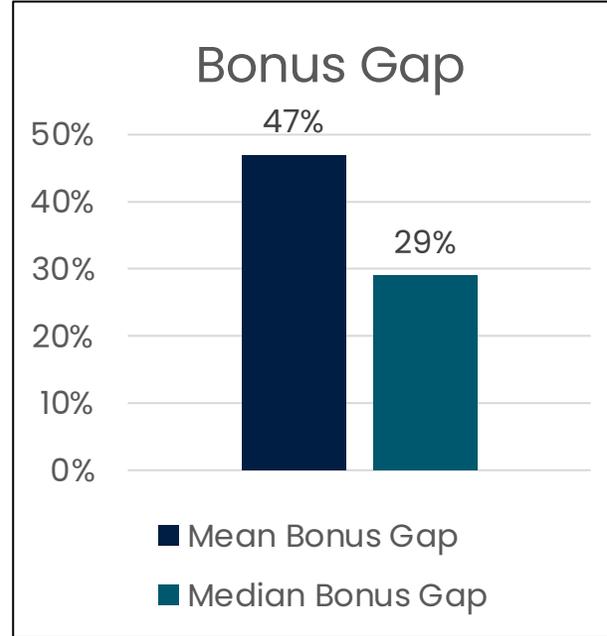
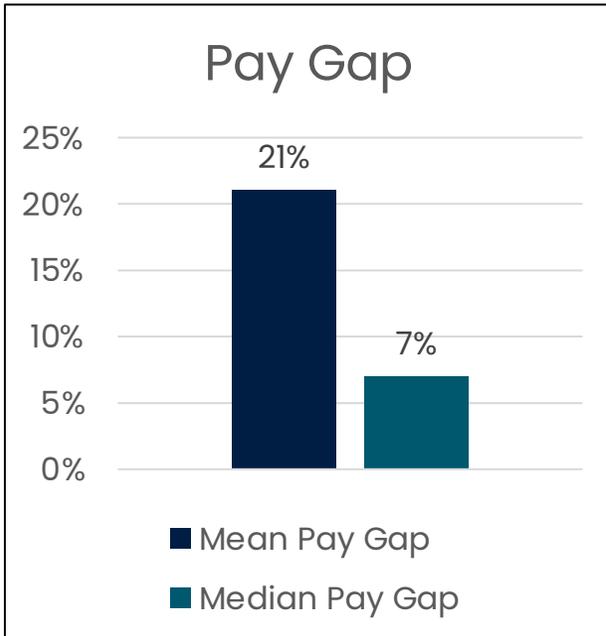
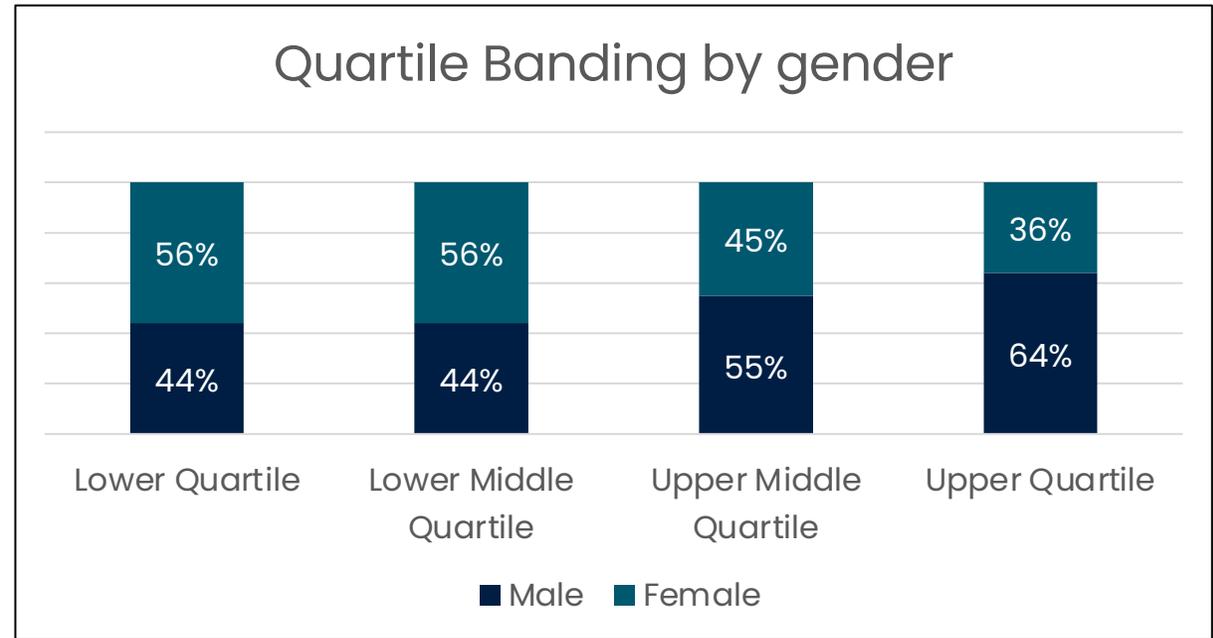
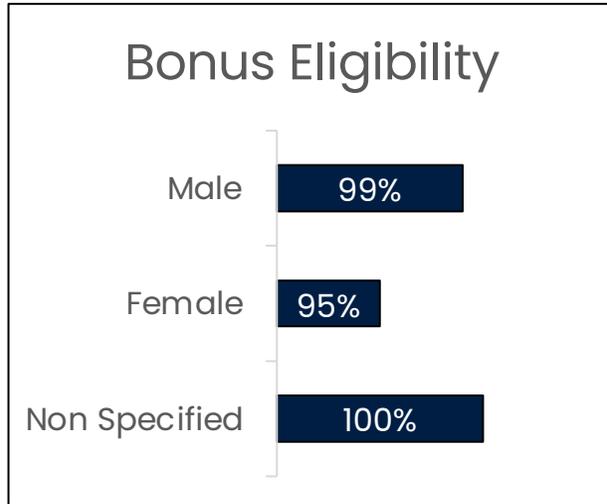
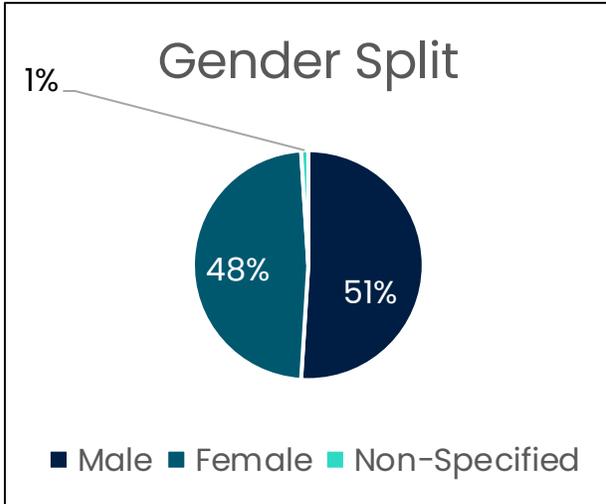
Median pay

The median pay gap identifies the difference between the midpoint in each recorded category. 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).

Quartile report

We divide the scale into 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: Evaluate Ltd.

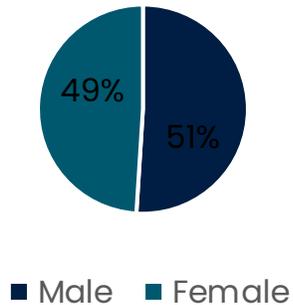


During 2023, Evaluate restructured its leadership team as it continued to integrate into the Norstella organization which resulted in a reduction in the mean and median pay gap. While there is still work to do, we are making strides to close the gap.

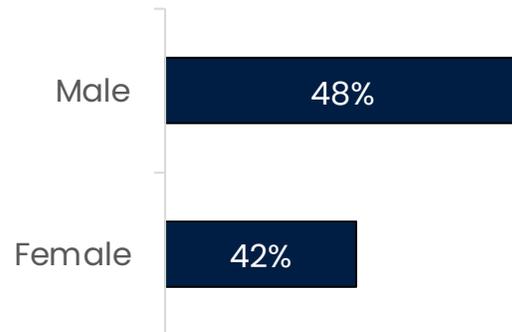
The predominant cause for our UK Gender Pay gap in Evaluate is that we have less female representation in our most senior positions. We are working on creating career pathing and promotion criteria to allow more opportunity for females to move into senior roles.

Voluntary reporting: Citeline (Pharma Intelligence U.K. Ltd)

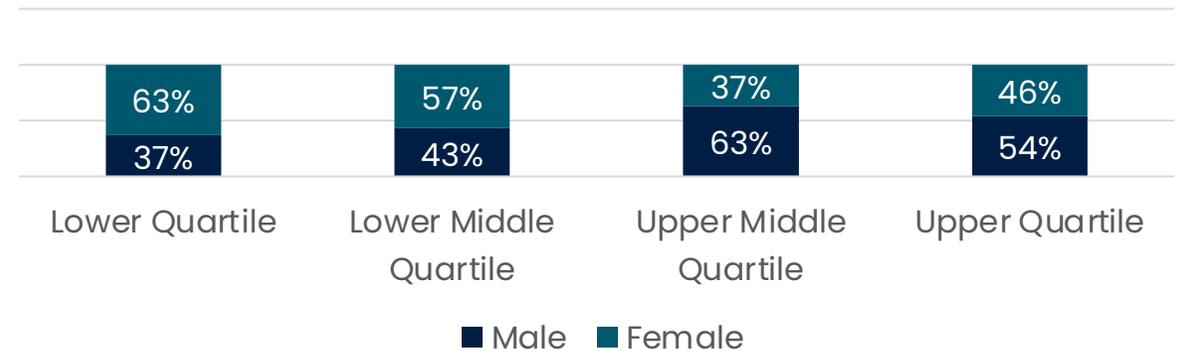
Gender Split



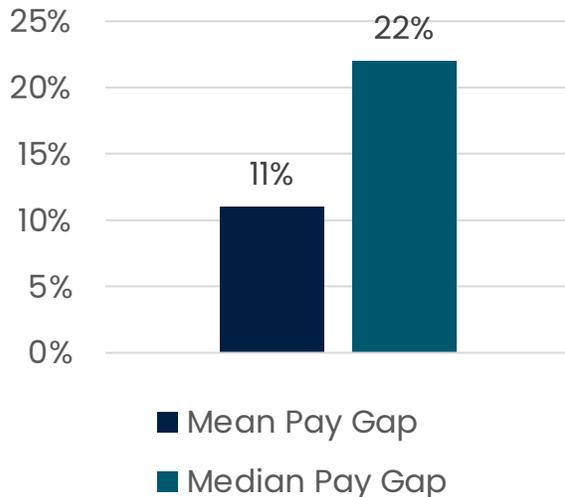
Bonus Eligibility



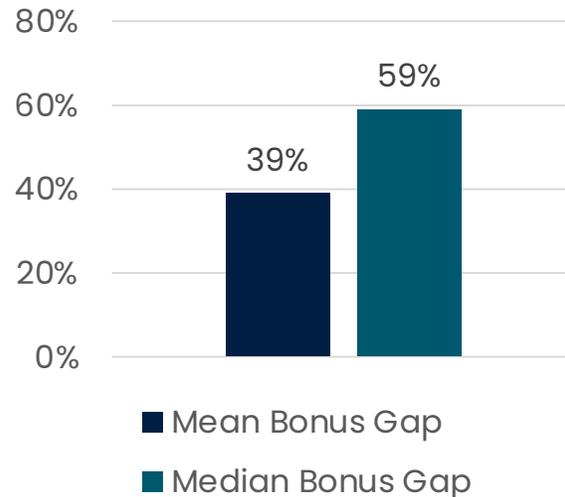
Quartile Banding by gender



Pay Gap



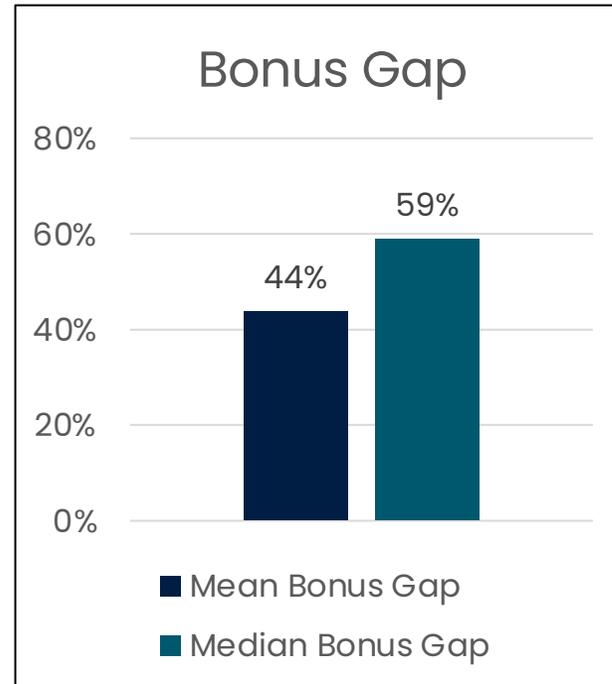
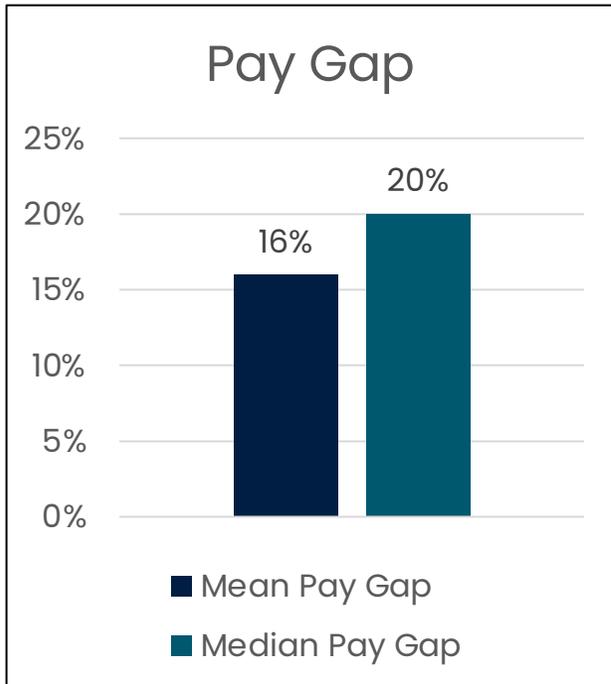
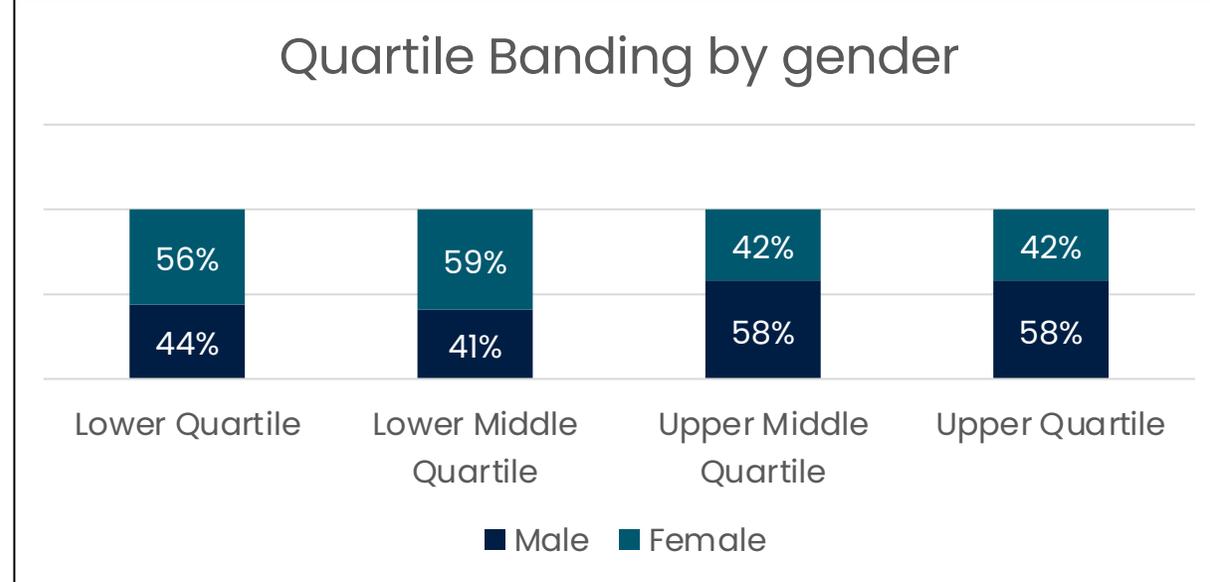
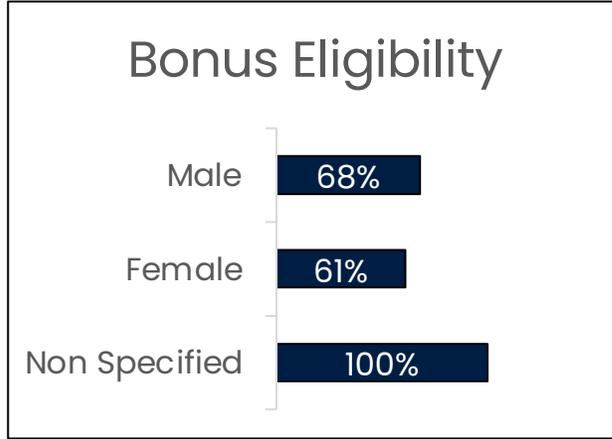
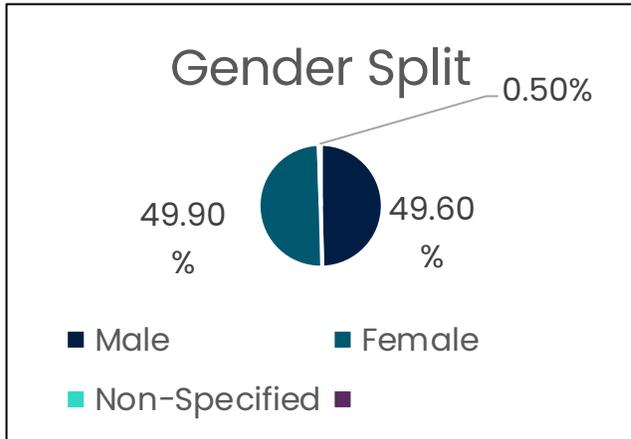
Bonus Gap



During 2023, Citeline began to integrate into the Norstella organization. As we did this, we found that we did not have a full data set of bonus and commission information on all employees creating some disparity in the data.

As we have fully integrated Citeline into one legal entity in the UK we are confident that the data will be complete and accurate and will show a reduction in the pay and bonus gap in the 2024 report. The predominant cause for our UK Gender Pay gap in Citeline is based on this lack of complete data. As with Evaluate, we are working on creating career pathing and promotion criteria to hopefully add more females into senior roles.

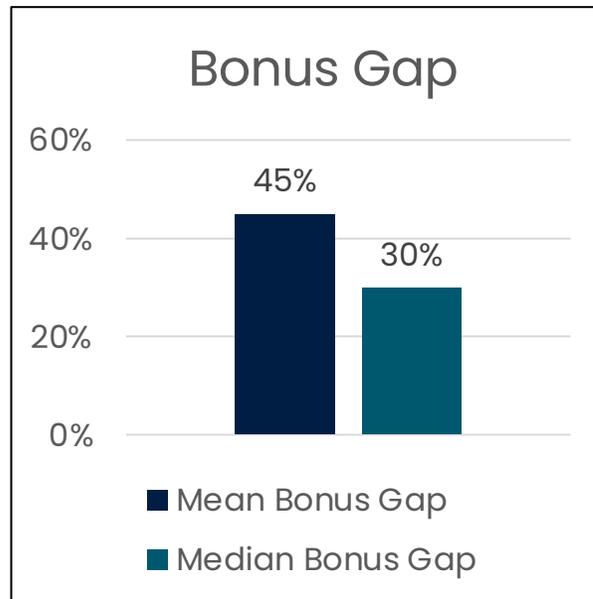
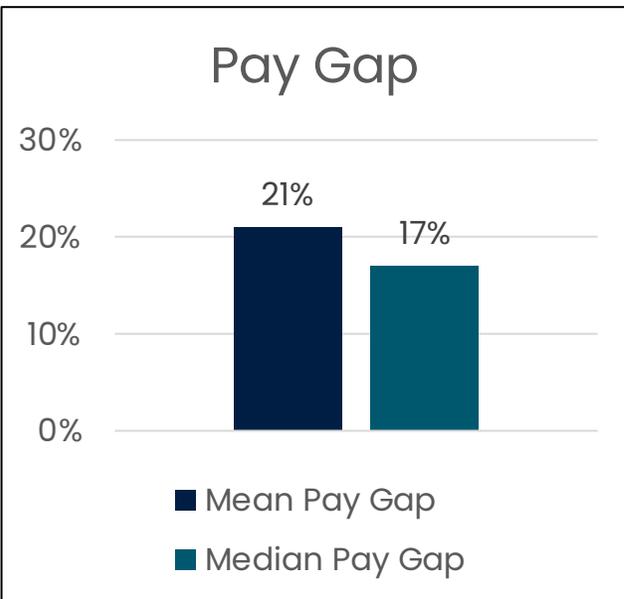
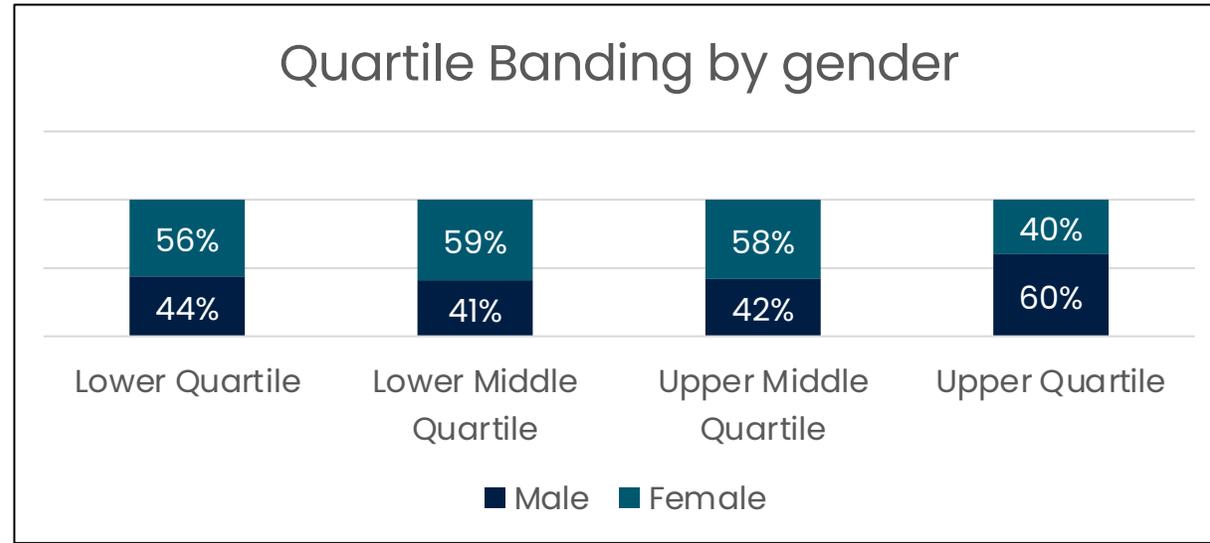
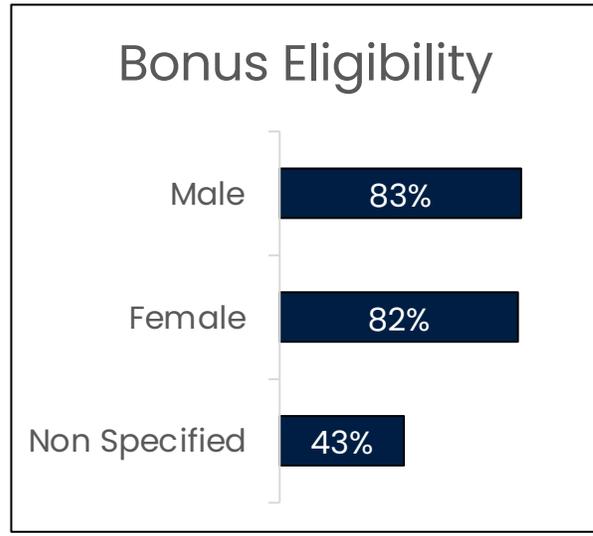
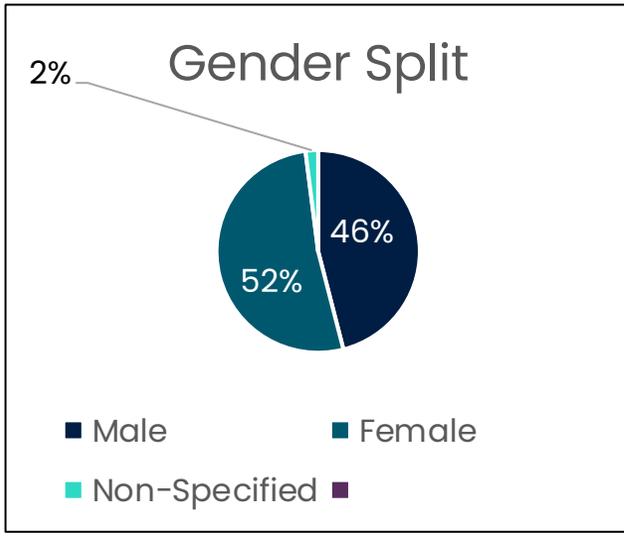
Voluntary reporting – UK combined data



We believe that our colleagues are our most important competitive advantage. They bring diverse cultures, backgrounds and experiences to Norstella. When looking at the combined data, we can see the gender split being very close and bonus eligibility and pay and bonus gap being much closer aligned.

On the 1st January 2024, all employees at Evaluate Ltd were transferred to Pharma Intelligence U.K. Ltd, allowing us to report on the consolidated UK position for the 2024 report and onward. Combining the data will allow us to better understand the true position within the UK and globally.

Voluntary reporting – global



Norstella is a global company and we pride ourselves on ensuring gender diversity across our employees regardless of the country they sit in.

At the snapshot date in 2023 we employed 1586 people from over 30 different nationalities in our 10 global offices and remotely. At Norstella we speak over 35 different languages fluently.

Our gender identity data is collated from onboarding questionnaires; however, we support employees' decisions to amend their gender determination upon request.

Positive steps toward change



DE&I committee

In 2023 Norstella established a global DE&I committee to bring like minded individuals together to share best practices and allow for the organization to feel smaller. This committee works on initiatives that bring awareness to employees of different backgrounds and thinking.

Personal development

To help leaders and employees better understand human behavior and needs, Norstella launched Predictive Index. Employees bring diversity of thought to the organization based on their individual backgrounds and this tool allows employees to better understand employee strengths and weaknesses.

Global internship program

Norstella launched an intern program in 2023 and we are continuing in 2024 focused on providing career opportunities to students and career ready individuals from diverse and less fortunate backgrounds.

Talent acquisition

In 2023 and beyond, the Talent Acquisition team partners with universities with diverse students as well as posts jobs on diversity job boards.

Career development

Over the course of 2023 the Norstella team worked to join five different companies into one harmonized family. As a combined organization we will focus on career pathing, promotion criteria, titles, levels and creating a compensation philosophy to allow for pay for performance.

Radical flexibility

Our remote and hybrid environment focuses on teamwork, collaboration and bringing people together while giving them the flexibility to work from home. This allows employees the opportunities to allow for a work-life balance. Employees regularly have the opportunity to travel to one of our 10 office locations to meet other employees and make connections.

Declaration

I confirm that the gender pay gap data contained in this report is accurate.



A handwritten signature in blue ink that reads "Carrie Yonenson".

Carrie Yonenson
Chief Human Resources Officer
April 2024

