

GENDER PAY

2018



In 2017 we published our first gender pay gap report in line with UK legislation. This year we are pleased that we have made some positive changes; to report that our mean gender pay gap has reduced by 2.7% and the mean gender bonus gap has reduced by 20.4%. The median gender pay gap is 31.6% which is slightly elevated from last years figure of 30.6%.

This plays a great factor in the volume of female employees within the lower quartile of our numbers.

We recognise that our work here is still not done but we are committed to reducing our gender pay gap further in the years to come.



EQUAL PAY VS GENDER PAY

It's important to distinguish between gender pay and equal pay as the two are often confused. Gender pay is the difference between the average pay of men compared to the average pay of women and is expressed as a percentage difference.

Equal pay, on the other hand, is the legal requirement for men and women to be paid the same for performing the same work or work of equal value.

**MEAN
GENDER
PAY GAP**

2.7%

**MEAN
GENDER
BONUS**

20.4%

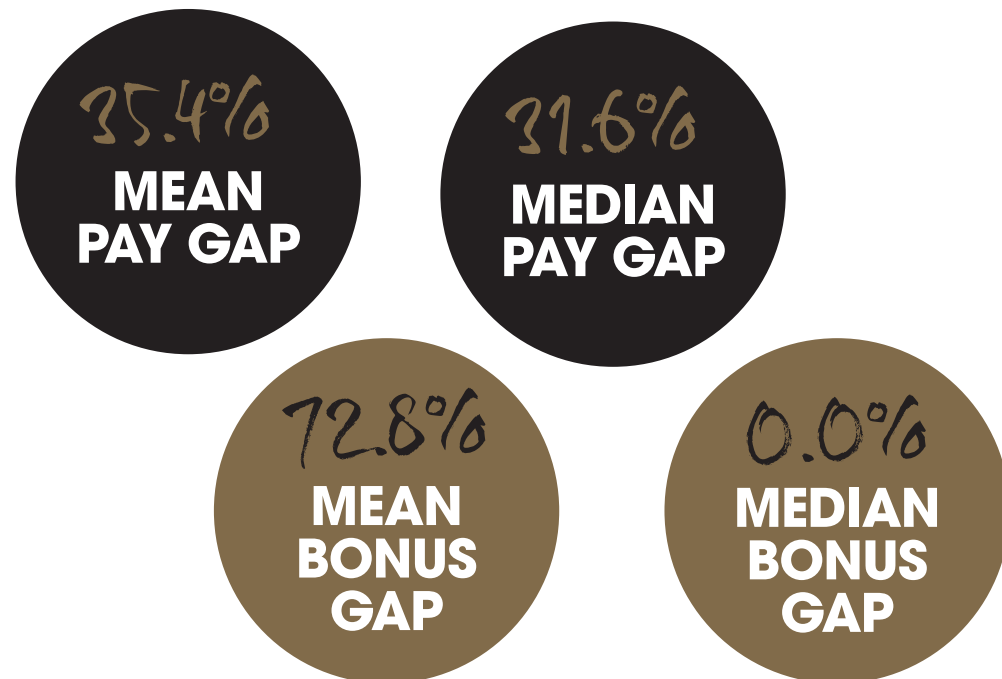


GENDER PAY 2018

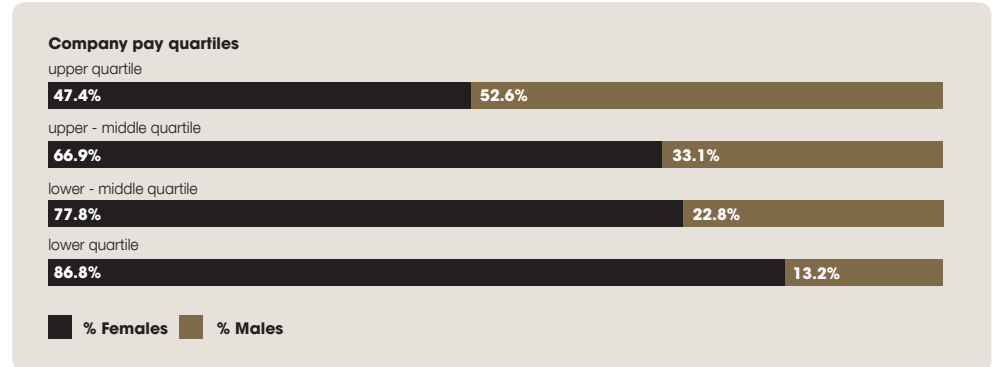
Since the last report we still have close to 300 employees in the UK and still sitting at 65% of our workforce being women. This is driven largely by wider norms in society, within our industry and consumer base.

This plays a great factor in the volume of female employees within the lower quartile of our numbers.

The proportion of females in the upper middle and upper pay quartile has increased, with the upper quartile almost showing a 50/50 female to male split. The median bonus pay gap has levelled to 0% which is exactly where this should be and the mean bonus pay gap has reduced by 20.4%.



OUR NUMBERS



Since we submitted our report in 2017 we have made some changes in how we select candidates throughout the recruitment process; having pledged to increase the male to female ratio within entry level positions we now aim for at least 1 in 5 interviewees to be male. We have also seen the increase of female talent within areas of the business that are usually heavily male populated.

In the spirit of transparency we must acknowledge that we took the decision to not launch a mentoring programme as we had planned. We felt that there was some work to do before we can look at this again. Instead, we are favouring working with managers to encourage meaningful development discussions as part of the appraisal process which we are working on revising in the coming months.

This year brings the start of some exciting projects; the first, to explore the introduction of role alignment and pay bandings to provide structure and ensure consistency and fairness.

In addition to this, internal succession planning seeks to identify talent to accelerate career progression opportunities across the business allowing employees to reach their full potential, by taking an approach to learning & development which is tailored to the individual. This will be implemented with gender pay data continuing to inform talent conversations, policies and processes.