

GENDER PAY GAP REPORTING

We are an employer required to carry out Gender Pay Gap Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The Gender Pay Gap reporting gives a snapshot of the gender balance within an organisation and measures the difference between the average earnings of all male and female employees, regardless of their role or seniority. It is distinct from Equal Pay, which is about ensuring that men and women are paid the same for carrying out work of equal value. We are confident, as a result of our regular analysis and monitoring, that we meet all of our equal pay obligations.

We place great importance on our people and view it as our responsibility to understand and encourage parity wherever possible. We do recognise that, for a number of people, gender doesn't simply refer to male or female and our priority is to ensure that our people are able to reach their full potential regardless of personal characteristics.

Throughout the organisation we have good representation at all levels and we continue to work to understand and overcome any barriers. We pride ourselves on being an inclusive business, encouraging flexibility and part-time working and are currently implementing a trial for Agile working. We have reviewed our pay equality measures to ensure that people are paid equally for a job of equal value and we will continue to stretch our ambitions by seeking further opportunities to ensure that all of our people are able to work at their full potential.

Our Results 2019

The average gender pay gap as a mean average is 13.9%, and the median gender pay gap is 9.82%. The average bonus gender pay gap as a mean average is -30.25% with the median bonus gender pay gap being 50%. Bonus payment recipients are determined each year, and are based on individual performance.

The proportion of males and females in each quartile band is:

	Male	Female
Upper Quartile	43.5%	56.5%
Upper Middle Quartile	34.9%	65.1%
Lower Middle Quartile	30.6%	69.4%
Lower Quartile	38.2%	61.8%

STUART GRAHAM
EXECUTIVE CHAIRMAN