

GENDER PAY REPORT 2019-20

The gender pay gap is defined as the difference between the gross hourly earnings of all male and female employees – part-time, full-time and at all levels. This is different from equal pay, which looks at the earnings of men and women performing the same (or similar) work within an organisation.

We regularly review our pay levels and practices as part of an annual pay review and benchmarking exercise and in response to the requirement of the gender pay gap legislation we have reviewed all roles, at all levels, across our business to understand the full picture of our results.

The gender pay statistics for 2018 and 2019 are set out in the tables below. These statistics for 2019 are based on 707 employees (52% male and 48% female).

Our mean pay gap widened slightly between the 2018 and 2019 snapshot dates as shown in table below. This was expected due to an increase of 207 employees during the snapshot date.

Gender Pay Gap			
	2018	2019	Movement
Mean Pay Gap	24%	28.5%	
Median Pay Gap	8%	7.1%	

The distribution of male and female employees by hourly pay quartile is set out in the table below. There remains a significantly higher proportion of male to female employees in the upper quartile. We are more balanced in the upper middle – lower middle quartiles compared to last year but there remains a higher proportion of female to male ratio in the lower quartile.

Total Distribution of male and female employees by hourly pay quartile				
	Male		Female	
	2018	2019	2018	2019
Upper Quartile	65%	68%	35%	32%
Upper Middle	48%	53%	52%	47%
Lower Middle	43%	48%	57%	52%
Lower Quartile	40%	43%	60%	57%

The proportion of employees paid bonuses, both male and female has reduced due to changing our bonus scheme in 2018, which is now paid annually based on a quarterly performance measure.

Proportion of Employees earning Bonus / Commission			
	2018	2019	Movement
Male	73%	46%	
Female	65%	50%	

Our mean bonus gap shows an increase to 74%.

Gender Bonus			
	2018	2019	Movement
Mean Gap	45%	74%	
Median Gap	20%	0%	

We recognise that our mean pay gap has increased by 4.5% and our gender bonus has increased by 29% but this continues to relate to a higher incidence of male to female employees at senior levels and remains indicative of the industry sector in which we operate.

We regularly review our pay levels and practices as part of an annual pay review and benchmarking exercise as we continue to grow and develop as a business and as a PLC. Since the 2019 gender pay snapshot date we have fully reviewed every individual's compensation, with particular attention to equal pay, and where appropriate:

- moved salaries to, or close to market rate
- increased salaries where there are clear retention issues relative to key skills and experience

I can confirm that the above information is accurate.

Tracey Mulligan

Tracey Mulligan
HR & Communications Director