

This is our annual gender pay gap report for the snapshot date of 5 April 2022.

- Our mean gender pay gap is -0.9%.
- Our median gender pay gap is 0.0%.
- Our mean gender bonus gap is 53.2%.
- Our median gender bonus gap is 27.7%.
- The proportion of male employees receiving a bonus is 7.2% and the proportion of female employees receiving a bonus is 13.7%.

Table 1: Pay quartiles by gender

This table shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile).

Band	Males	Females	What is included in this band?
A	77.6%	22.4%	All employees whose standard hourly rate is within the lower quartile
B	77.4%	22.6%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median
C	86.9%	13.1%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile
D	71.4%	28.6%	All employees whose standard hourly rate is within the upper quartile

A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" is the lowest group. The "upper quartile" is the highest group.

The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Why do we have a gender pay gap?

Legally, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or anything else listed above). We:

- carry out regular pay and benefits audits;
- provide regular equal pay training for all managers and staff members who are involved in pay reviews; and
- evaluate job roles and pay grades to ensure fairness.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

Across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations). Women are more likely than men to be in front-line roles at the lower end of the organisation. Men are more likely to be in technical and IT-related roles, which are paid more highly than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

The table above shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile). If we had no gender pay gap, there would be an equal ratio of men to women in each band. However, instead, 22.4% of the employees in band A are women and 77.6% men. The percentage of male employees increases throughout the remaining bands, from 71.4% in band D to 86.9% in band C.

What are we doing to address our gender pay gap?

Following the pandemic our Gender Pay Gap has re-set itself as expected.

We are still committed to doing everything we can to reduce the gap/maintain the balance. However, we also know this is a difficult task. For example, we have no control over what people choose to study or the career choices that they make.

So far, we have taken the following steps to promote gender diversity:

- **Revising the flexible working policy:** We continue to consider requests from **all** employees to work flexibly, regardless of their role and level of seniority. Flexible working is not just part-time working but about work/life balance.
- **Supporting parents:** We continue to develop guidelines for managers on supporting employees before, during and after maternity, paternity and other parental leave. We also run training for all line managers and senior managers.

By themselves, none of these initiatives will remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, every year we will tell you what we're doing to reduce the gender pay gap and the progress that we're making.

I, Steven Woollands, CEO, confirm that the information in this statement is accurate.

Dated 18 January 2023