

# GENDER PAY GAP REPORT

## 5 April 2017 Snapshot

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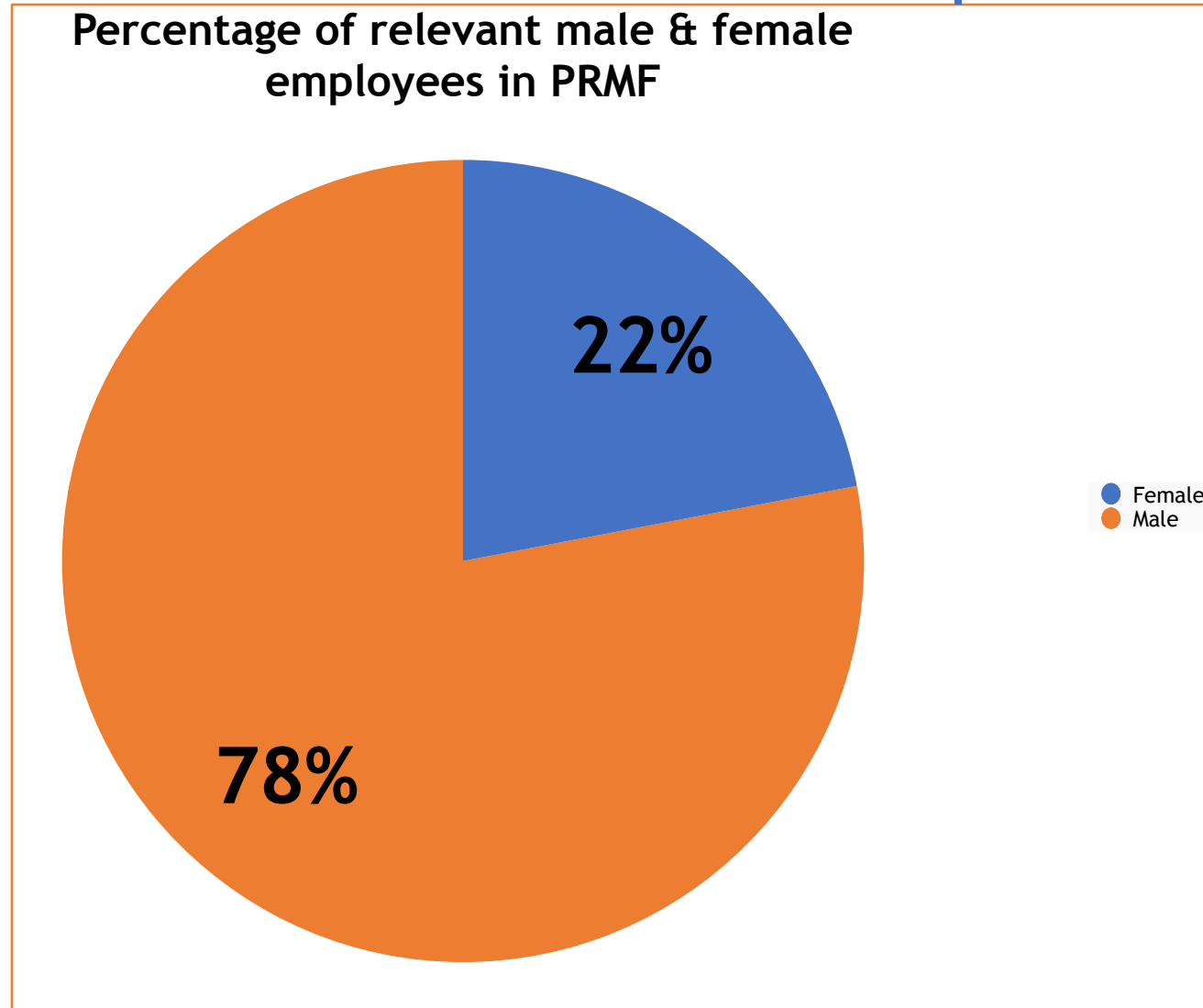
The Government has introduced compulsory gender pay gap reporting in order to encourage organisations to move more quickly on delivering pay equality for men and women. The intention is that by requiring organisations to publicly declare their gender pay gaps they will be motivated to act on any gaps.

Gender pay gap reporting should not be confused with equal pay for work of equal value. Gender pay gap analysis looks at pay for females and males as groups.

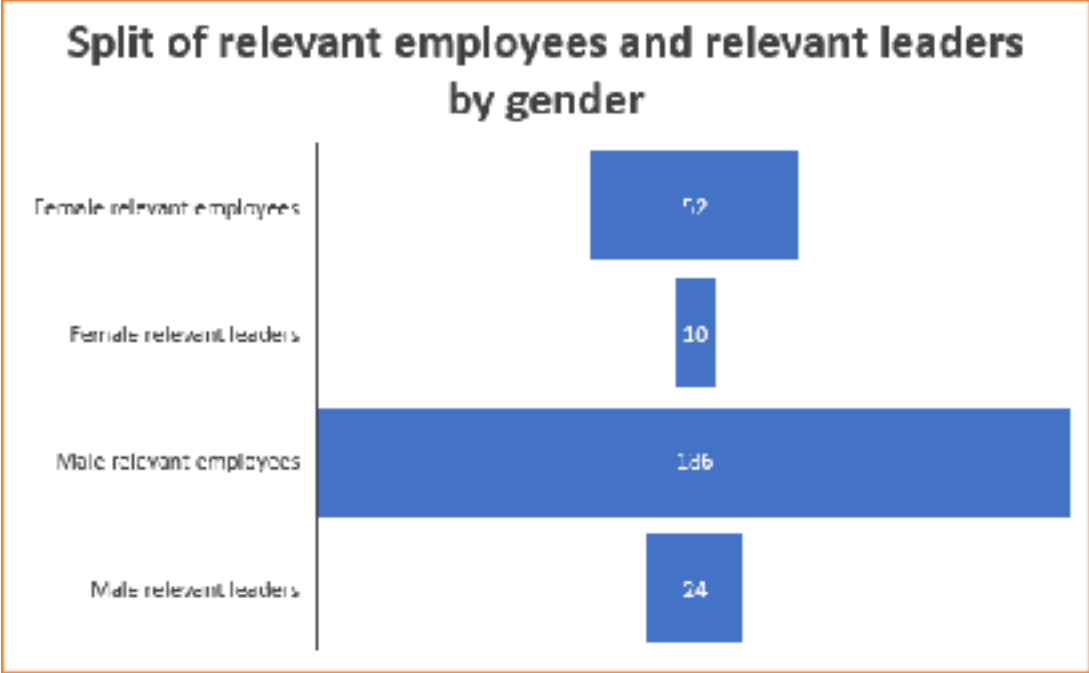


The Gender Pay Gap analysis seeks to highlight whether female employees are getting proportionately less access to higher paying roles than their male colleagues in an organisation.

# Snapshot data as at 5 April 2017

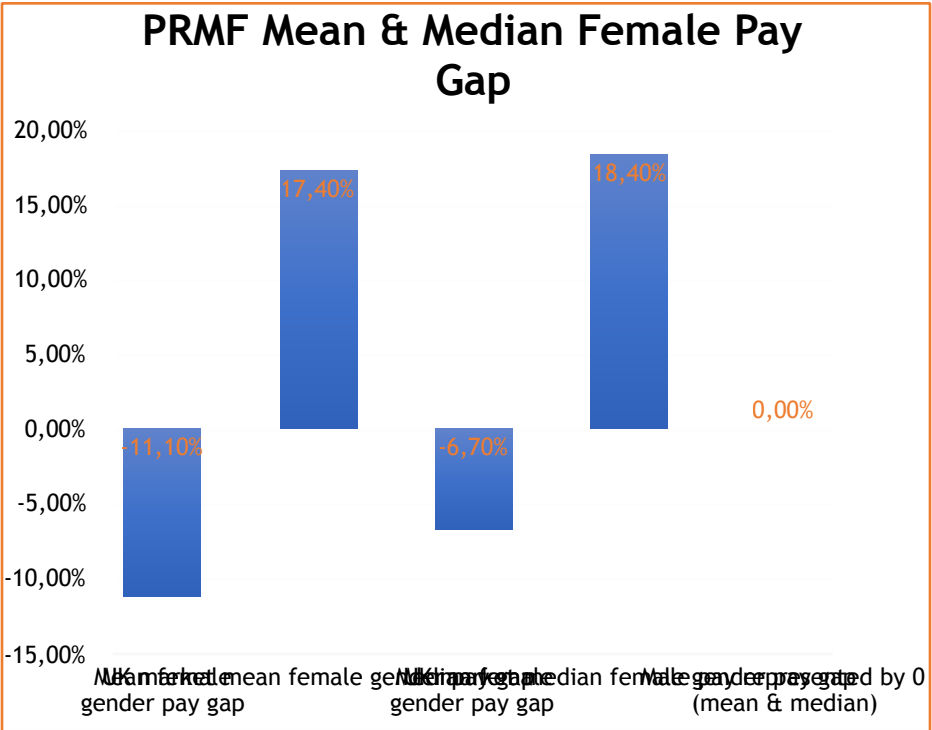


# Mean & median female pay gap



At the Snapshot Date, the Company had a higher proportion of leaders in its female population (17%) than it did in its male population (12%) and within that group of leaders, had 4 Business Leaders who were female and only 2 who were male.

Because we have such good representation of women in leadership positions, our gender pay gap is reversed in comparison to the UK Market Office for National Statistics Annual Survey of Hours and Earnings for 2017.



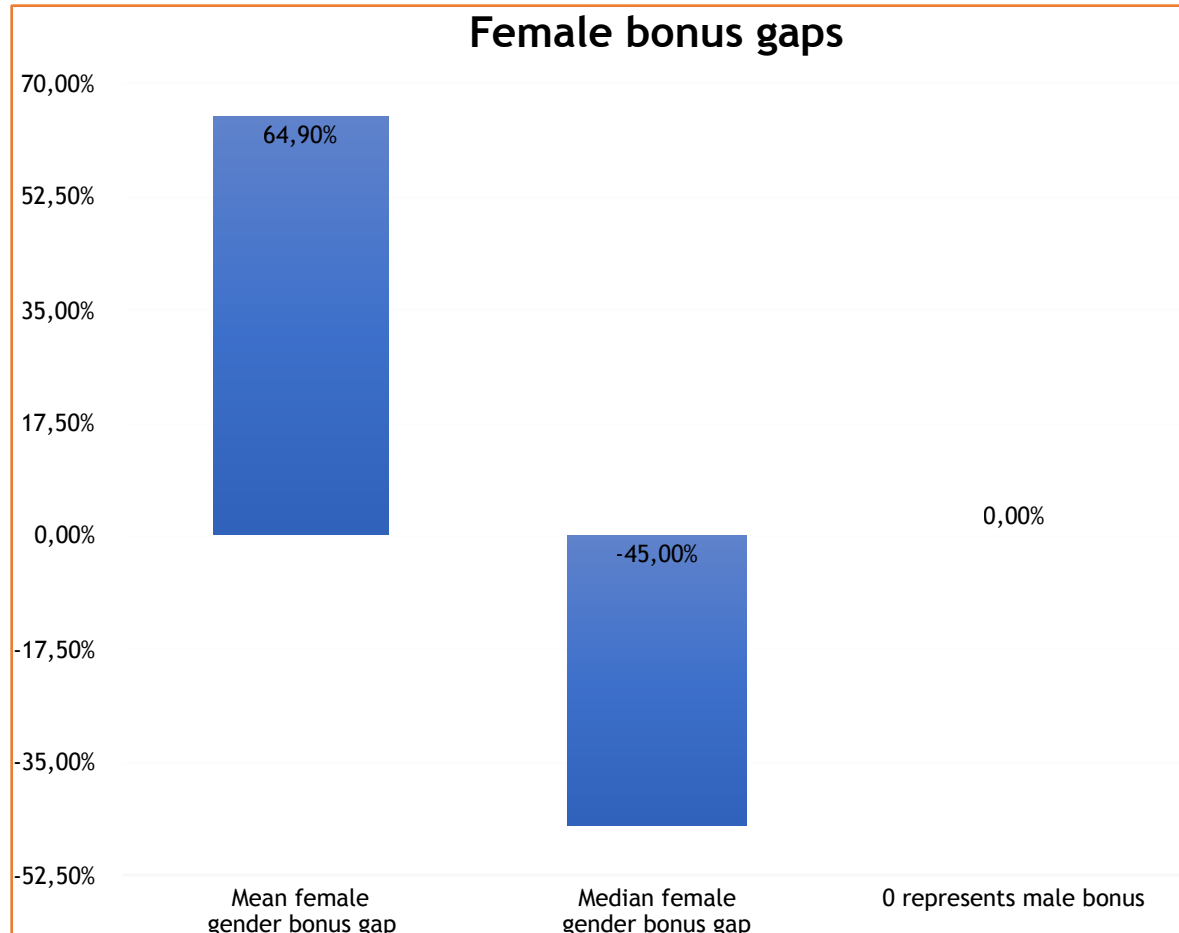
# Female bonus gaps

56.5% of male and 27.6% of female employees received bonus payments.

Commission is paid to sales personnel and can amount to a significant proportion of pay. All the commission-earning personnel at this Snapshot Date were male. This resulted in a significant mean female gender bonus gap.

We have other less-significant bonuses which are available only to some people, based on their historic, contractual situation. For some years we have not offered the bonus to new starters.

The structure of these historical bonuses varies by department. Most of the women who received a bonus were in one department which received higher bonuses than other departments. This meant that the median figure for women is correspondingly higher.



# Gender spread across pay quartiles

Pay quartiles were affected by the large number of factory workers, who were all male at the Snapshot Date. Entry level in the factory is the National Living Wage. There is the opportunity to earn a higher basic rate of pay on delivery of demonstrated added value and this was just starting to lead to grade uplifts for some people from February of 2017: 2 months before the Snapshot Date.

The graph opposite shows that females were under-represented in the lower quartile and therefore over-represented in the other quartiles.

