

## Introduction

I am pleased to share our 2022 Gender Pay Gap Report, which has been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and is based on snapshot data taken at 5 April 2022.

## Our Commitment to Equality

We strive to maintain an inclusive and diverse culture where our people feel supported and inspired, regardless of their gender or background. Our business has been committed to addressing the gender pay gap in recent years and our 2022 report is true testament to this. We are particularly thrilled to see an ever increasing representation of women within senior roles.

We are not yet where we want to be, however, we maintain focus on our wider Equality, Diversity and Inclusion Strategy which strives for true parity, where we attract and retain a diverse pool of talent offering a broad range of ideas and perspectives reflecting the communities we serve.

We are committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, sexual orientation, gender reassignment, pregnancy and maternity or disability. The business has a clear policy of paying employees equally for the same or equivalent work, regardless of gender (or any other protected characteristic, as set out above). As such, all job roles are formally evaluated and regular audits are completed to ensure fair pay structures are awarded.

Mean and median gender pay gap equated to hourly pay:

- As measured by the mean, men are paid on average **9.6%** more than women
- As measured by the median, women are paid **6.2%** more than men (**-6.2%**).

Mean and median gender pay gap in respect of bonus payments:

- The mean gender bonus gap in our company is **41.7 %**
- The median gender bonus gap in our company is **0** (the figure is the same).

The difference between the mean and median results can be attributed to the higher number of females employed within the business generally and, although improving, a higher proportion of males in very senior positions attracting bonus payment.

The proportion of males and females receiving a bonus payment:

Proportion of males paid a bonus: **100 %**

Proportion of females paid a bonus: **100 %**

The proportion of males and females in each hourly pay quartile (2022):

Band	Males	Females
Upper Quartile	54%	46%
Upper Middle Quartile	36%	64%
Lower Middle Quartile	59%	41%
Lower Quartile	43%	57%

## Reflecting on Improvement

Gender Pay Gap	2021	2022
Mean	21%	9.6%
Median	1.5%	-6.2%

Gender Bonus Gap	2021	2022
Mean	94%	41.7%
Median	76.5%	0

2021	Males	Females
Upper	55%	45%
Upper Middle	39%	61%
Lower Middle	35%	65%
Lower	35%	65%

2022	Males	Females
Upper	54%	46%
Upper Middle	36%	64%
Lower Middle	59%	41%
Lower	43%	57%

**\*\*Every employee received a bonus payment during 2021 and 2022\*\***

## Encouraging Diversity

We are to see further improvement in our next report; On 5 April 2022 female representation on the Senior Management Team was up from 28% to 34%. However, during the past 12 months (bringing us to April 2023), more females have been recruited and promoted into senior positions throughout the business, and we now have 7 females on our Senior Management Team (42%).

We remain committed to encouraging diversity and aim to facilitate this further through a number of measures:

- Increased monitoring to better understand:
  - 1.The proportion of men and women applying for certain jobs and being recruited;
  - 2.The proportion of men and women applying for and obtaining promotions;
  - 3.The proportion of men and women leaving the company and their reasons for leaving; and
  - 4.The numbers of men and women in each role and pay band;
- Continue to partner educational bodies to promote our business to diverse groups.
- Look to introduce alternative recruitment methods targeting applicants from a diverse group.
- Continue to apply balanced short lists to all management positions.
- Continue to access benchmarking data for all roles to ensure we are paying at least market rate as well as continuing to benchmark against peers in the same or similar roles.
- Continue to monitor our data with the Senior Leadership Team to monitor the gender pay gap within their respective business areas allowing them to understand how hiring and progression decisions affect the pay and bonus gap.

The current government guidelines require us to recognise males and females when reporting on our gender pay gap. Therefore, at the moment, we are unable to report other identities in our calculations, however, we understand this is not an actual reflection of gender identity and within our workplace we remain committed to advancing inclusion for all genders.

**Sian Tohill**

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