

STATEMENT

People are at the heart of our business and we want to create a culture of equality and diversity, where people are rewarded fairly and consistently, regardless of their gender.

Since April 2017, all UK companies who employ more than 250 employees are required, by law, to report their gender pay gap. Our results are then reported to the Government and published on our website.

The gender pay gap provides insight into how women and men are rewarded in our business. By splitting our male and female colleagues into two groups we can rank them in order of lowest paid to highest, both in terms of hourly pay and bonus pay. The mid-point on each line gives us our median gender pay gap.

We also look at average ordinary hourly pay and average bonus payments for men and women to determine our mean gender pay gap.

There will always be a gap, either in favour of men (shown as a positive number) or women (shown as a negative number), but the aim is to work towards trying to close the gap as much as possible.

THE RESULTS

What are the results for 2020?

MEAN HOURLY PAY* GAP



MEDIAN HOURLY PAY* GAP



MEAN BONUS PAY** GAP



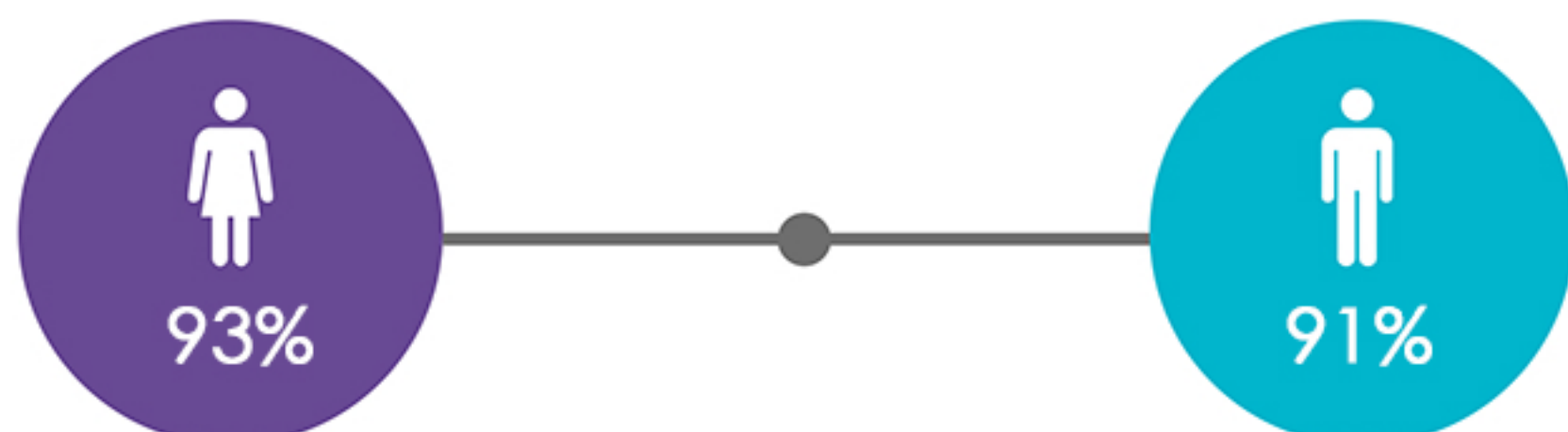
MEDIAN BONUS PAY** GAP



*Hourly pay includes any salary, bonus, commission, car allowance, payment in lieu of pension and, in some instances, Statutory Pay.

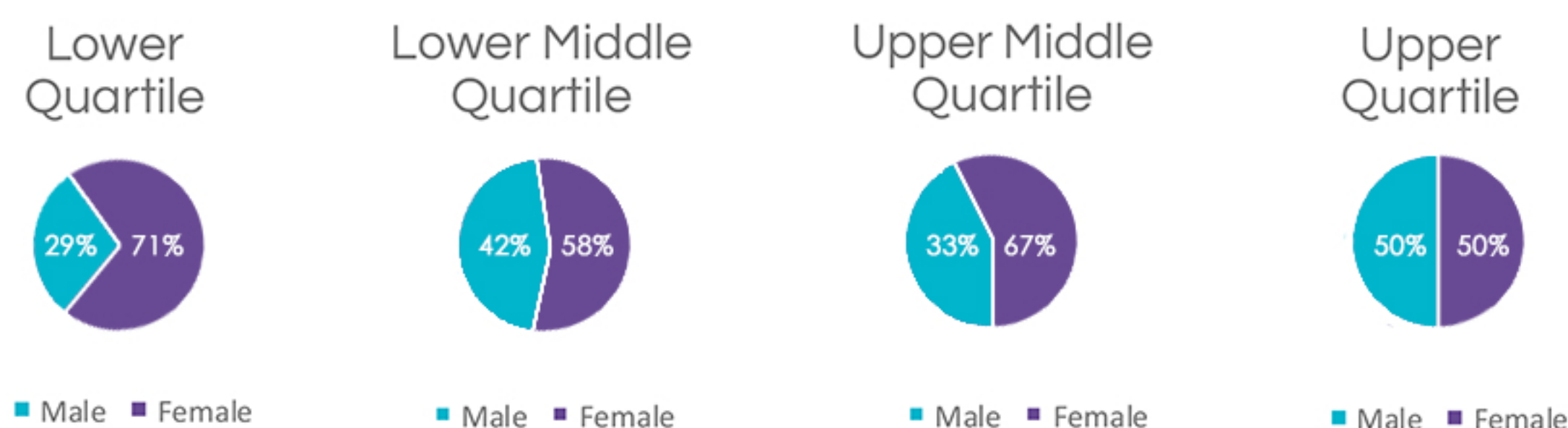
** Bonus pay includes any bonus and/or commission.

What proportion of our colleagues were awarded a bonus in 2020?



How is pay distributed across our quartiles?

The below pie charts show the breakdown of men and women's pay across four bands or quartiles, from the first quartile (showing lowest paid) to the fourth quartile (showing highest paid).



ANALYSIS

- Our bonus/commission payments to men and women have increased from an average of 80% in previous years to 91% of men and 93% of women receiving bonus in 2020.
- The differences in average bonus pay and median bonus pay was due to men and women performing different roles in our business and the reward mechanisms in place, along with length of service.
- 50% of our top 10 bonus payments made to men were at Account Manager level and 20% of our top bonus payments to women were at Account Manager level, demonstrating opportunities to earn uncapped commission.

ACTION

This year we're going to focus heavily on our recruitment practices and make sure we're promoting diversity and inclusion and reducing unconscious bias in our selection processes.