

Gender Pay Gap Results 2021

Our Employee Engagement Surveys in 2020 and 2021 recognised the pivotal role that the people in our company play in making our business an engaging and exciting place to work.

We want to continue to foster 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.

Whilst our headcount was just below this figure in 2021, we remain committed to still reporting our gender pay gap, as we feel it's important to be transparent about how women and men are rewarded in our business.

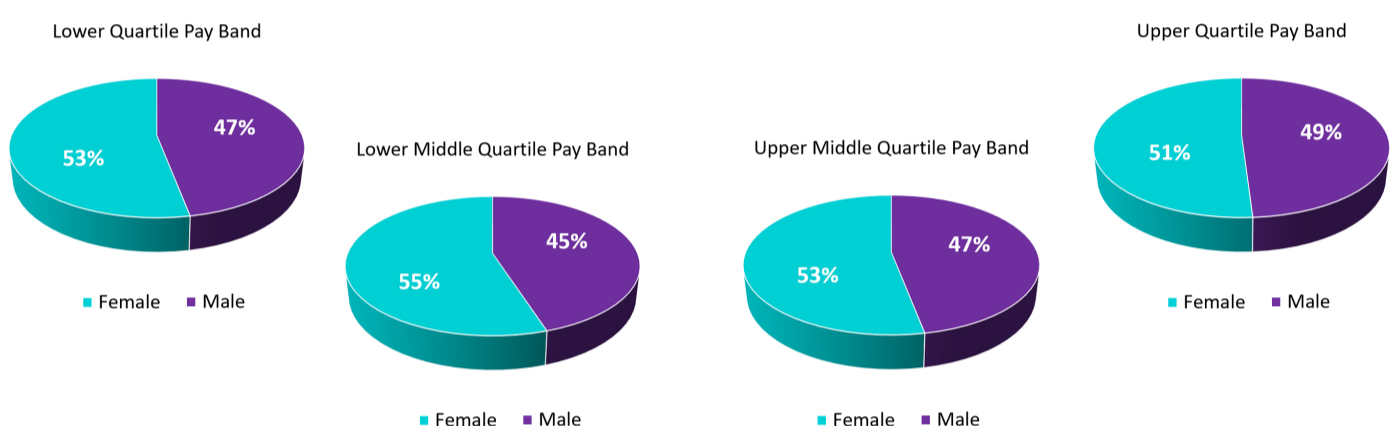
The pay gap results report on ordinary hourly pay (which includes any salary, bonus, commission, car allowance, allowances, payment in lieu of pension and, in some instances, Statutory Pay) and bonus pay (which includes any bonus and/or commission) and looks at what men and women earn on average (the mean) and the mid-point of pay (the median) to determine what the gap is.

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.

Our Results

We've been tracking our gender pay gap results over the years and have made some great progress in ensuring that the distribution of salaries and bonuses within our business is based on capability and performance, not gender.

This is evident from the relatively even split of proportion of males and females in each pay quartile for 2021:



We're also delighted to say that whilst our mean results show a slight bias towards men, our median results have continued to improve over the years towards a position of greater gender parity.

Difference between men and women	Mean (Average)	Median (Middle)
Ordinary hourly pay	5.71%	0.87%
Bonus pay	-15.64%	3.86%
95% of women received bonus pay compared to 82% of men		

What does it all mean?

- Overall, we are extremely pleased to report that our gender pay results show we are broadly balanced and with our hourly pay gap at 5.71% (slightly in favour of men), this is significantly better than the national average of 15.5% in 2020.
- Breaking this down further, the hourly pay gap for the upper middle quartile and below is 0.12% in favour of women. This is extremely positive and demonstrates there isn't a gender pay gap in the vast majority of our business, with men and women fairly represented at all levels.
- Our median hourly pay gap is broadly equal at less than 1% difference.
- More women than men received bonus pay in 2021 and average bonus pay was in favour of women due, in part, to two main characteristics within our workforce:
 - o More women than men work in admin (non-sales), who stay in role longer and are awarded bonus based on company and not individual performance.
 - o More men occupy sales roles where bonuses are based on individual performance and are typically higher where service is longer.
- Our median bonus gap (of 3.86%) in favour of men, puts us back in line with our pre-Covid course of driving down the mid-point on bonus payments and is indicative of the representation of men and women across sales.

What have we done and what are we going to do?

- Since we started reporting on gender pay (in 2017), the proportion of women in senior leadership team ('SLT') roles, has increased from 33% to 46%. More latterly we're also delighted to welcome Jenny McQuaid into the role of Finance Director.
- We've adopted a more flexible approach to work, with over a fifth of our workforce now working at least one day a week from home. We believe this makes us an attractive employer and will support our quest to maintain gender parity throughout the business.
- We will continue to actively support equality in our business and celebrate and promote International Women's and Men's Days so that everyone feels supported in their roles and have more than one avenue to discuss development opportunities or request additional support through.