

Gender pay

UK legislation requires all employers with 250 or more UK employees to disclose information about their gender pay gap on an annual basis. We have analysed our pay data in detail and the tables below summarise the key information as at 5 April 2019.

We are committed to creating a positive and diverse working environment where everyone is treated fairly. Specifically, in relation to pay and our recruitment, performance review and reward processes, we strive to ensure that regardless of gender, employees are paid the same or similar for the same or similar positions.

Definition and calculation of a gender pay gap

The “gender pay gap” is the difference in the average hourly rate of pay between all relevant fully paid men and women in a company. It reflects the gender composition of our workforce. It is different to “equal pay” which is the difference in pay between a man and a woman who carry out the same or similar role or work of equal value in a company.

Our gender pay and bonus gap

The table below shows our overall mean and median gender pay gap based on hourly rates of pay as at the “snapshot date”, 5 April 2019. Due to our disappointing financial performance in 2018 no bonus payments were awarded in March 2019. The data provided only relates to our UK employees.

	Percentage difference mean	Percentage difference median
Hourly rate of pay	13.35%	14.58%

In 2019 the median hourly pay difference between our male and female employees narrowed to 14.58% (2018: 15.75 %), which is below the UK median pay gap of 17.3% across all public and private sectors in October 2019 (source: Office for National Statistics).

A detailed breakdown of pay by gender and pay by quartile is shown in the table below. In the lower and lower middle quartiles, we have more females than males. In the upper middle and upper quartiles, we have more males than females.

	Proportion of females and males in each quartile band			
	£7.34 < £13.56	£13.57 < £18.03	£18.04 < £29.15	£29.16 < £185.48
Total in band	210	210	211	211
Male total: 446	101	103	120	122
Female total: 396	109	107	91	89
% male	48%	49%	57%	58%
% female	52%	51%	43%	42%
% difference mean	1.48%	(0.89)%	(0.41)%	5.02%
% difference median	5.46%	(1.94)%	(1.28)%	8.79%

Our gender pay gap reflects the demographic make-up of our business. The April 2019 data shows an improvement on the previous year as a result of our very conscious efforts to recruit and retain women in senior management roles. For example our candidate short lists for senior roles must include men and women and we offer flexible working arrangements. We also track a number of metrics to measure the progress of our diversity and inclusion strategy to ensure that we recruit and retain a skilled and diverse workforce.

As highlighted above no bonus payments were awarded in March 2019. Those eligible to receive a bonus during the relevant period are shown in the table below.

	Females	Males
Eligible population for a bonus during the relevant bonus pay period ²	317	364

1. Snapshot date: Specific reference date in which the gender pay gap needs to be calculated as Government requirement from the Advisory, Conciliation and Arbitration Service and Government Equalities Office. For businesses and charities this date is 5 April.
2. 65 individuals were not eligible for bonus payments because they were new hires during the final quarter of the financial year ended 31 December 2018.