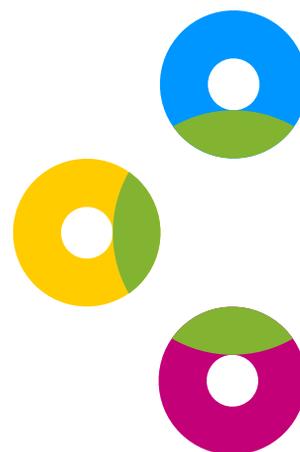


# Gender Pay Gap 2018

*We are committed to reducing our gender pay gap through being equal, and enabling our people to be the best they can be in achieving their full potential.*



## Our Gender Pay Gap 2017

In April 2018 we published our first Gender Pay Gap report to highlight our mean and median pay gap, bonus gap and pay quartiles. Our figures showed that in 2017 our average pay gap between men and women is 18.3%, the national average at this time was 18.4%.

	Mean	Median
Hourly Rate of Pay	18.3%	21.7%
Bonuses Paid	19.2%	28.6%

### LOWER QUARTILE



■ Male ■ Female

### LOWER MIDDLE QUARTILE



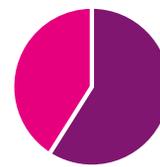
■ Male ■ Female

### UPPER MIDDLE QUARTILE



■ Male ■ Female

### UPPER QUARTILE



■ Male ■ Female

## Our Gender Pay Gap 2018

Our second years data for 2018 shows an increase in our gap to 22%, and an increase in our bonus gap of nearly 35%. Our pay quartiles demonstrate a more equal distribution of genders in the lower and lower middle quartiles.

	Mean	Median
Hourly Rate of Pay	22%	25.1%
Bonuses Paid	53.3%	20%

### LOWER QUARTILE



■ Male ■ Female

### LOWER MIDDLE QUARTILE



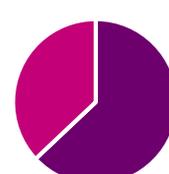
■ Male ■ Female

### UPPER MIDDLE QUARTILE



■ Male ■ Female

### UPPER QUARTILE



■ Male ■ Female

# Gender Pay Gap 2018

## Our Statement

We still remain confident that both men and women receive equal pay across our business, as our processes are gender neutral by design. We encourage and empower our people to be the best they can be regardless of their gender.

Currently it's going to take over 200 years for men and women to be equally represented in the workplace, we can't wait around for this. It's a waste of our peoples talent and ability, we view being equal as a fundamental human right.

We recognise that our gap lies before the application of our processes, as our gap is driven by the structure and shape of our workforce with the predominance of males in senior roles and females in entry level roles.

We remain passionate about the way and how we do things to embed equality across our organisation, the data alone doesn't drive the needed change, that's why we're committed to the bigger picture and are focussing on developing our people.

We embed a culture that allows our people to authentically live our values to be real, to be curious, to be brave and ask for what they want, to collaborate with colleagues, to keep things simple and focus on what we're good at and to be relied upon to do the right thing and deliver on our commitments. These are the hallmarks of our culture that we are building, a culture that brings out the best in everybody.

Our culture and initiatives offers something for everybody, allowing them to learn more to be more. Our Accelerant Programme is in it's 4<sup>th</sup> year which immerses our differentiated talent into our high performance practices, to pioneer business change and cultural transformation whilst nurturing personal growth.

We're also developing our Women in Leadership programme, we've taken the time to understand from our female leaders the challenges they feel they face, we've worked with our external coaches to engage on initial first strokes of how we work on these challenges, how we enable people to claim themselves, encouraging themselves to be impactful and allowing themselves to be that. We are working towards creating a community where there is freedom to share these challenges, to give each other the ability to take hold of these and drive their potential. We are engaging these leaders as a global network as coaches and mentors for other colleagues.

This is only a brief insight into the steps that we are making to contribute to a more equal, a more balanced and better world. Our focus is our people, we want to empower our people to engage their full potential and to strive for their goals, regardless of whether you're a man or a woman.

I can confirm the above data reported is accurate.



Justine Shaw  
People and Culture Director

