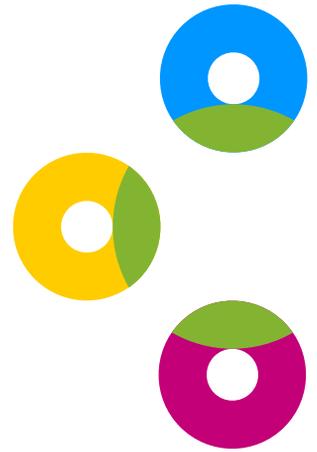


Gender Pay Gap 2019

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.

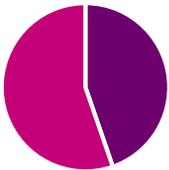


Our Gender Pay Gap 2018

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.

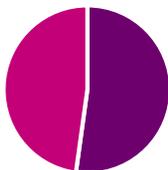
	Mean	Median
Hourly Rate of Pay	22%	25.1%
Bonuses Paid	53.3%	20%

LOWER QUARTILE



■ Male ■ Female

LOWER MIDDLE QUARTILE



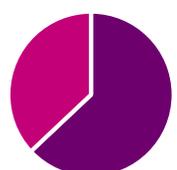
■ Male ■ Female

UPPER MIDDLE QUARTILE



■ Male ■ Female

UPPER QUARTILE



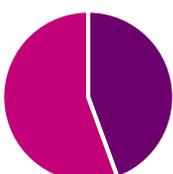
■ Male ■ Female

Our Gender Pay Gap 2019

Our 2019 results show a narrowing in our pay gap of 3.3% and our bonus gap of 18.7%. Our pay quartiles also demonstrate a stronger representation of women in the upper quartile, while our lower middle quartile shows an increase in male representation.

	Mean	Median
Hourly Rate of Pay	18.7%	13.3%
Bonuses Paid	34.8%	28%

LOWER QUARTILE



■ Male ■ Female

LOWER MIDDLE QUARTILE



■ Male ■ Female

UPPER MIDDLE QUARTILE



■ Male ■ Female

UPPER QUARTILE



■ Male ■ Female

Gender Pay Gap 2019

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. At CPP we want to grow our people to grow our business regardless of your gender, race, age, disability, religion or how you identify yourselves. It's about enabling our people to be at their best.

We recognise that one of the main drivers behind our gap and gender inequality is the lack of women in leadership roles. As part of our cultural investment we want to include something for everyone because a successful business transformation means investing in all of your people. We've launched numerous plans over the last 12 months that enable our people to adapt and develop through different ways to appeal to everyone, by doing this we're embedding a culture that reflects our authentic selves and enables us all to be at our best.



We launched Learn More, Be More by providing a "pick n mix" of development options to appeal to everyone and their preferences. This area is designed to enhance your life skills, find areas to stretch your thinking, find out more about how CPP works and exploring keeping an open mind. The power of culture is that you can all contribute to it, and we encourage all of our colleagues to help shape this area so we can all learn more together to be more together.



We identified through our on-line conversation that colleagues wanted more opportunities to connect with others from around the business, and that learning new things is something our people value about working for CPP. From this we launched our real life connect sessions, by sharing a combination of short skill videos and a hosted webinar with a senior CPP leader and an external coach, we're exploring an initial 3 topic areas of managing your career and development, people management and maximising your impact and effectiveness.



We've recently shared our Women in Leadership area with colleagues which, after spending time with some of female leaders to understand what barriers they felt they were facing in their development for leadership roles, provides a variety of support and development options for our current and aspiring leaders. This focuses on; celebrating International Women's Day, raising awareness on gender pay, exploring the work/life balance and how people can find a suitable balance between the two that is suitable to them, providing a networking platform where colleagues can share blogs about their journey, experiences and what they've learnt along the way, explore the Imposter syndrome and how people can limit the feeling of not being good enough and that their success is deserved, and engage our CSR agenda which focuses on how we can inspire future generations into seeing beyond the gender stereotypes.

These areas will adapt and grow over time to meet the needs of our people and our business. We encourage all of our colleagues to engage in our journey as gender inequality can't be solved by just women, the journey to achieving equality needs the involvement and commitment of everyone.

I can confirm the above data reported is accurate.

Justine Shaw
People and Culture Director

