

# Gender pay gap 2019 report

Ensuring all our employees are fairly and equally rewarded for the work they do is important to us, irrespective of gender.

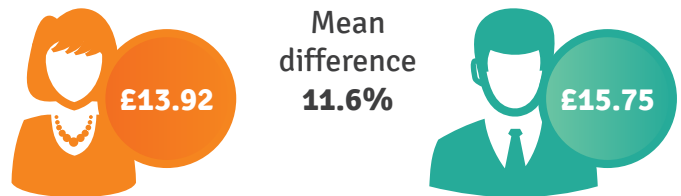
We want all our staff to have access to the best training, development and equal opportunities so they can thrive in their work, now and in their futures.

And we recognise the importance of a healthy balance between work and home life so offer a range of flexible working options.

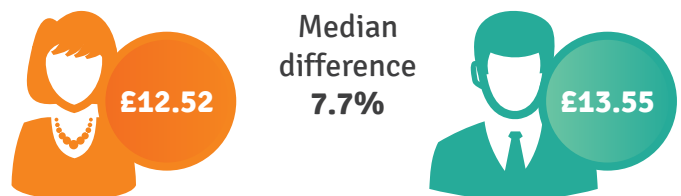
At the moment, our mean gender pay gap is **11.6%** which continues to be a lot lower than the national average of **17.3%**. However, we continue to champion new initiatives to reduce our pay gap even further, including:

- Making all our job adverts gender neutral and using female operative images
- Gender balance on interview panels
- Targeted recruitment for specific roles that are under represented by females
- Working with schools and colleges to encourage females in roles mainly dominated by men

**A structured graded pay scale has helped us achieve equal pay for similar roles, or those of equal value.**



**Mean** is the average hourly rate of pay.



**Median** is the middle hourly rate of pay.

## About our workforce

As of April 2019, the Leadership team consisted of **9 males and 7 females**.



## Bonus payments

Bonus payments include additional performance-related payments, incentive schemes, commission and out of hour payments.

Those in receipt of a bonus payment.

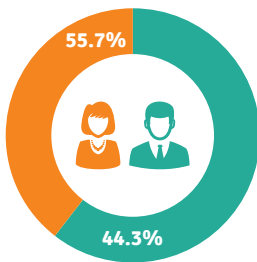


Mean difference  
**14.5%**  
Median difference  
**0%**

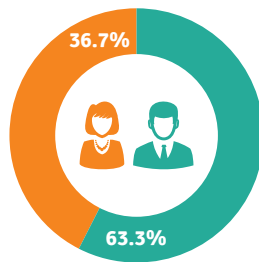


## Breakdown of workforce pay

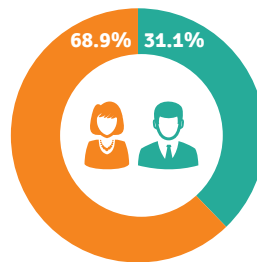
We rank employee hourly pay rates, from the highest to lowest and divide into four equal parts to give us quartiles, called upper, upper middle, lower middle and lower.



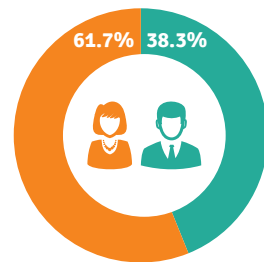
Upper quartile



Upper middle quartile



Lower middle quartile



Lower quartile

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