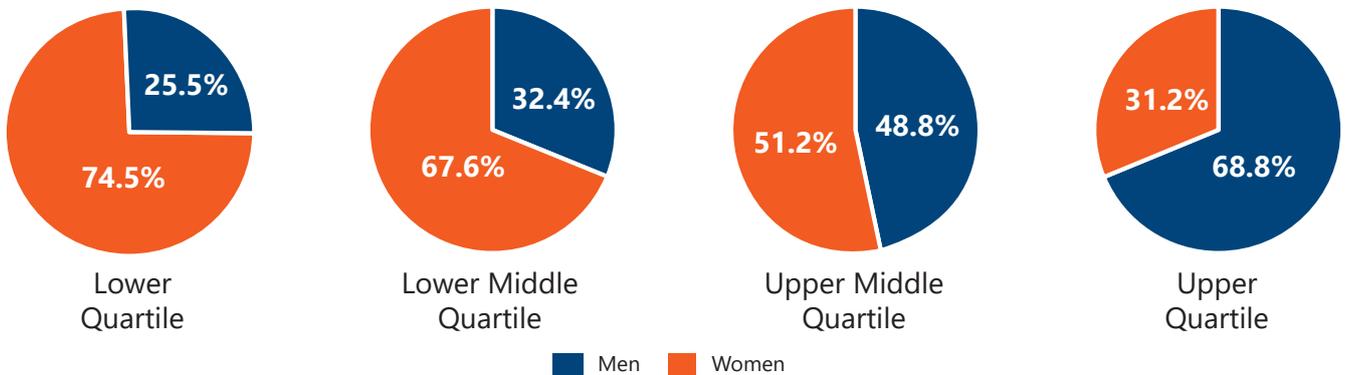


> 900 employees within our organisation

Employees by pay quartile



Key terms:

Mean - total hourly rate divided by the number of staff.

Median - order the hourly rate from smallest to highest and take the figure from the middle value i.e. out of 100 people, you would take the value of the 50th person.

Figures Explained

- At senior level in the organisation (Director/ Vice Senior President), there are more men than women, which impacts the overall gap due to the salaries of senior staff. This is also explain but the Median differences in GPSL. When you look at the Median, there is a greater spread of people paid at comparatively the same rates, excluding senior level roles.
- Across certain areas of the business (GPSTL & Corporate), our gender pay gap is within range or below the national average of 17.9%% (as stated by the ONS statistics 2018).
- For other parts of the business, the gap can be explained by having roles that are predominately undertaken by males. The main reason behind this is due to the talent pipeline for roles within our engineering division, whereby it has tended to be males who have undertaken this career path. However more recently our graduate programme has allowed us to grow own talent and we have a good mix of both male and female engineers in this area, which over time, will have a positive impact.
- Our business model over the past couple of years has been to grow, both organically and through acquisitions. The strategy around acquisitions has been to acquire smaller organisations in order to expand our footprint. Through doing this, we have acquired businesses and their owners and in some circumstances we have retained them on a PAYE basis, to ensure we use their knowledge and skills. This also contributes to the gap as typically these owners have been male and they are then paid a salary commensurate with their profile, expertise, skills and experience.
- Around a quarter of the workforce has been acquired through acquisitions, under TUPE, therefore protecting their terms and conditions, again, this increases the average pay gap significantly.
- We also believe that when looking at similar roles, we pay equal values to both males and females based on the content of the job.
- Bonus - when looking at the highest earners for bonus/commission within the organisation, 56% are women and 44% are men, which has been a shift over the last year, therefore more women across the business get a bonus compared to their male counterparts. Within the organisation and various entities, we operate a multitude of programmes, from entry level schemes that are based on volume of hires to more complex schemes that involve bonus that are based on financial and business performance, however we are comfortable that employees receive a bonus based on their individual/team performance and not their gender.