

Gender Pay Report 2018

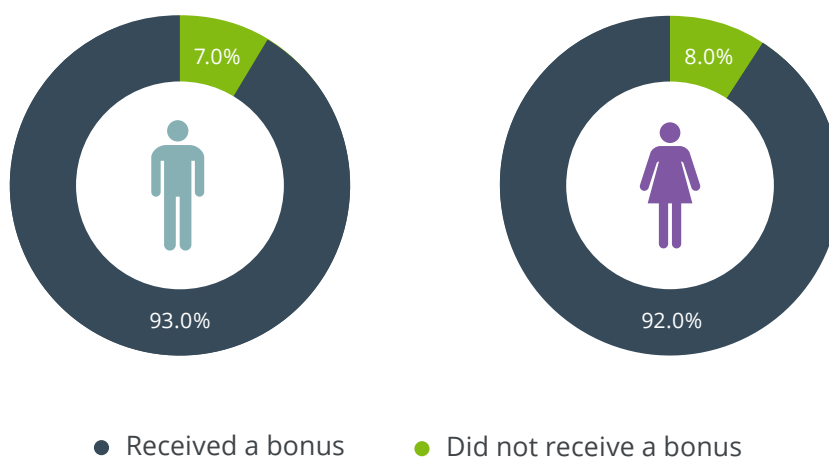


Pay & Bonus Gap

		2018	2017
The difference in hourly pay for Men and Women	MEAN	22.8%	35.1%
	MEDIAN	15.6%	24.6%
The difference in our bonuses for Men and Women	MEAN	47%	74%
	MEDIAN	0%	-118%



Proportion of colleagues awarded a bonus



All colleagues are eligible to participate in one of our bonus schemes. However, some may not receive a payment due to their performance or if they started with the company after the cut-off date in their first year.

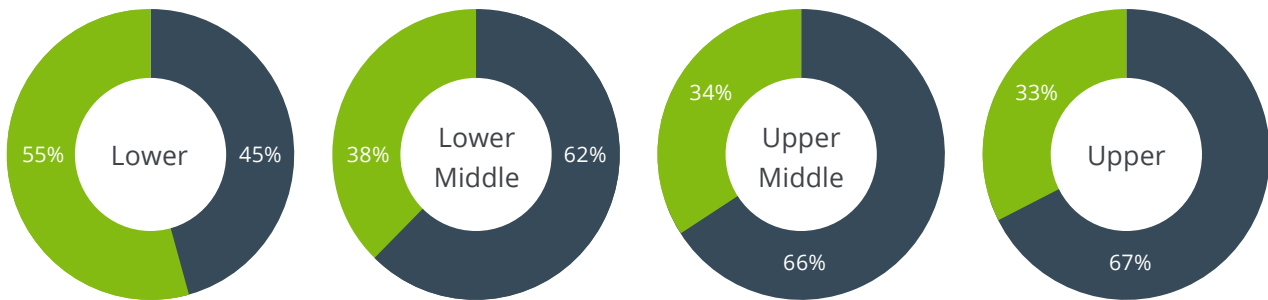
Our two main schemes are our company bonus, where a flat rate amount can be earned depending on how the company has performed over the year and then there is our personal performance bonus that typically has a higher level of payment and is based on a combination of personal and company performance. The percentage of employees eligible for these schemes is 53% and 40% respectively.

Looking at our mean bonus gap, it mirrors the reasons behind our hourly pay gap in that it is influenced by the greater number of men in higher paying leadership and technical roles. Whilst this gap has reduced significantly since 2017, it is still too high. Our median bonus gap has reduced to 0% in 2018 and is due to the amount for both men and women being that of the flat rate company bonus.



Pay quartiles

● Male ● Female



Our pay quartiles continue to highlight further that we have a higher number of men in higher paying leadership and technical roles. We have seen a small improvement in our top two quartiles for 2018 with a 3% increase in representation for women. These are positive changes that we hope to continue over the long-term.



Action Plan

Our commitment to taking action on our gender pay gap is part of our wider Diversity & Inclusion Action Plan, and managed by a dedicated D&I Lead role within our People function.

So far in 2018, we have:

- Overhauled our approach to flexible working, to normalise and provide wider choices
- Equalised shared parental leave, and enhanced maternity/adoption and paternity provisions
- Established an employee resource group focussed on helping women (and ethnic minorities) to progress into leadership roles
- Introduced gender balanced shortlists for senior hires
- Doubled the number of graduates in our Technology and Product functions, with equal gender representation

Work is underway to review and make further improvements to our talent acquisition and development processes. We are also developing a job levelling framework which will underpin our compensation philosophy and support us in having more transparent compensation conversations with colleagues and how they can develop their career with us.

Caoimhe Keogan
Chief People Officer

Mark Lewis
Chief Executive Officer