



## Gender Pay Report

### A little about us

Bray Leino is an integrated communications group employing 273 diversely skilled people including client services, creative disciplines, programming, media specialists and group services teams including finance. Our main UK bases are Devon, Bristol and Cheshire.

This Report offers an insight into Bray Leino's gender pay composition. We are whole-heartedly committed to gender pay parity and transparency in the decisions we take relating to pay.

We collected the data in this Report between April 2016 and April 2017 (complying with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017).

### Our gender makeup and gender pay

Employees: 46% female / 54% male

For the year ending April 2017, our workforce was close to an even mix of male and female employees. We discovered a 10% average gender pay gap, in favour of men. This takes into account the number of employees earning less than their normal basic pay, e.g. those on long-term leave including maternity (raw figures are mean = 28%; median = 26%).

### Our 'new in role' gender makeup

New in role: 72% female / 28% male

We pride ourselves in supporting every employee to develop within the business as part of our 'Room to Grow' people development programme.

Among staff who are developing within their role (those who have either changed roles or been promoted in the previous 12 months), nearly three quarters are female. Not surprisingly, most of these employees are in the lower end of the pay band for their role. This naturally has impacted gender pay distribution.

### Let's look at the quartiles

In Bray Leino, women in the top pay quartile are paid on average 13% more than men.

There is no difference in median pay between men and women in the second quartile. Men earn slightly more in the third.

If we account for employees being paid less than their normal basic pay due to long-term leave as before, the fourth quartile pay gap favours women, by 1%.

Even though women are paid more in comparison to men in the highest earning group, the concentration of women at lower paid grades within the business has a significant impact on the overall gender pay gap.

The proportion of male and female employees in each quartile band where Q1 is the highest paid is as follows: Q1: M71%, F29%; Q2: M47%, F53%; Q3: M46%, F54%; Q4: M20%, F80%.



## Bonus Payments

Recipients: 43% female / 57% male

We operate a number of bonus schemes across the business, including commissions, incentives, invested shares and small discretionary one-off payments.

When we look at those who received a bonus between April 2016 and April 2017, we see 43% were female and 57% were male. The average bonus payment made to men was higher by 7% (median = 20%).

The difference between mean and median bonus payments indicates the spread of payments made to female employees and the demography of recipients.

72% of bonus payment recipients were top-two quartile earners. As 70% of top-two quartile earners are men and women received 43% of all bonus payments, women are disproportionately more likely to receive a bonus than men if they are in the lower two quartiles.

The proportion of male and female employees who received bonus pay is: M20%, F13%.

## Our intentions and actions

In summary, we are an employer:

- with a near equal balance of men and women
- where women are paid more at the higher levels of the business
- where most of our new-in-role people are currently women
- and where a pay gap exists in favour of men at middle and lower levels

We know we have work to do to establish true gender-related pay equity - but we're proud to say we're on course to make significant changes in 2018:

Our performance development approach, 'Room to Grow', will play a big part in this. The process focuses entirely on merit, based on technical competence, observed behaviours, and performance against objectives.

Room to Grow links directly with our pay framework. That means greater accountability and a progressive and fair approach to remuneration at all levels.

We will continue to look for pay disparities across our business and take the steps to resolve them. Absolute fairness and balance is our goal.

A handwritten signature in black ink, appearing to read 'Giles Lee'.

Giles Lee, Executive Chairman

23<sup>rd</sup> March 2018