

OUR 2018 GENDER PAY GAP REPORT

At Bristan Group we are passionate about engagement and creating a great place to work. We strive to create a culture that values the contribution from both men and women. We are very proud of our people and our culture and this is endorsed by the fact that we are number 61 in the 2018 Sunday Times Best Companies to Work For and we have been accredited Gold from Investors in People.

We have worked hard to ensure that we remunerate and reward all of our people based on a combination of their performance and their behaviours. We regularly benchmark ourselves in this regard. We encourage career progression for all our staff, regardless of gender. We set targets for internal verses external appointments, as we believe that this is fundamental to creating a more innovative and high performing company.

In this report, we provide our gender pay gap information. We have identified the causes of the gender pay gap and we outline our plans to close this gap. The gender pay gap measures the difference between the average earnings of all men and all women regardless of role, seniority and length of service. It is distinct from equal pay, which is when a male and female are paid differently for carrying out work of equal value. We do not have an equal pay gap (confirmed by an independent auditor).

We remain committed to addressing the gender imbalance in senior roles.



Jeremy Ling
CEO

Joanne Hatton
HRD & Customer Contact Director

Our Gender Pay Gap Statistics

Difference between men and women		
	Mean	Median
Hourly fixed pay	28%	31%
Bonus	71%	24%

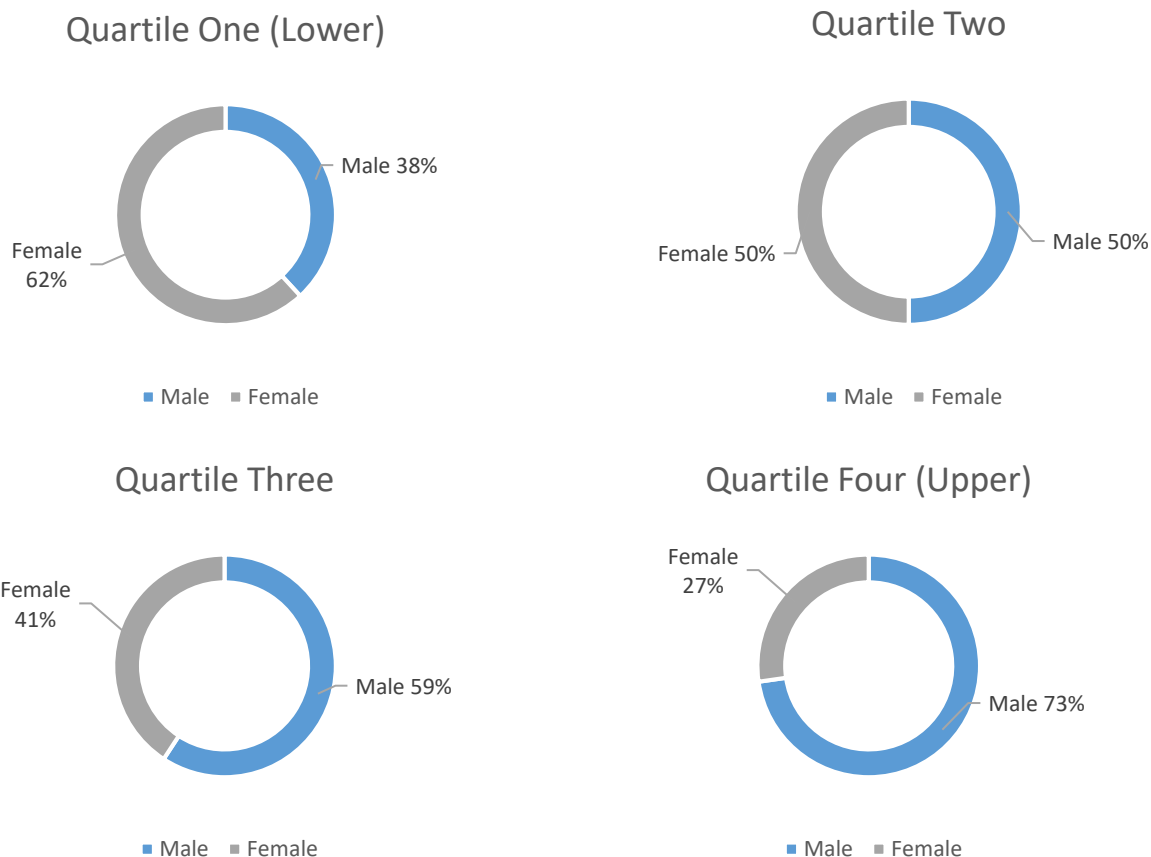
The table above shows our overall mean and median gender pay gap based on hourly rates of pay as of 5th April 2018. It also captures the mean and median difference between bonuses paid to men and women at Bristan Group in the year up to 5 April 2018 for the performance in 2017.

Proportion of colleagues awarded a bonus for 2017

	Women	Men
Bonus	90%	92%

Although all employees are eligible for a bonus, there is a 2% difference between the number of men and women being paid a bonus for their performance in 2017. The difference is purely due to a combination of length of service or performance in the role.

Salary Quartiles (percentage of gender according to salary brackets)



The above shows the gender distribution at Bristan Group across four equally sized quartiles, each containing approximately 80 staff.

Our focus for the future:

The under representation of women in senior roles is the main factor causing our gender pay gap. To close this gap we will appoint more talented females to our business, celebrate our female role models and provide stronger management support to enable women to succeed.

We will ensure that the language we use in recruitment is free from any bias. We're making sure our shortlists include multiple women and we have instructed our recruitment agencies to do the same. We are continuing to support more flexible working where possible, such as buying extra holiday as well as the opportunity to work from home. Our Senior Team are also being encouraged to broaden their network outside of our industry.

We do recognise that we have to work towards closing our gap. We will therefore be setting a target of 40% of roles in the top 2 quartiles to be occupied by women by 2020. All leaders within Bristan Group will partake in unconscious bias training to ensure our recruitment and hiring practices are free from bias. We are also introducing reverse mentoring where a number of females within the organisation will mentor the males within our senior leadership team to discuss topics such as succession.

Our long term goal is to achieve 50/50 parity across the organisation and we are confident that our action plan will move towards this.