



OUR 2019 GENDER PAY GAP REPORT

In order to remain number one in our market, it is extremely important that we create a winning culture that supports our growth plans. To achieve this we employ talented individuals with a continuous improvement mind-set, regardless of gender.

We've worked hard to ensure we remunerate and reward our people based on performance, contribution and market data. Ensuring we encourage career progression for **all** our colleagues is fundamental to creating a more innovative and high performing company for the future.

In this report, we provide our gender pay gap information, identify the causes of the pay gap and outline our plans for closing the 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 are confident, that due to the process we have in place for any individuals pay review and the external benchmarking exercise we carry out on an annual basis, we do not have an equal pay issue. This has been confirmed through an independent audit.

We're very proud of the organisation and the workforce that underpins our success and we are committed to challenging ourselves about the underlying reasons for the gap and working to address it.

A blue ink signature of Darius Padler, consisting of a series of fluid, overlapping loops and lines.

Darius Padler
CEO

A blue ink signature of Steve Forbes, featuring a prominent, sweeping horizontal stroke that curves upwards and then loops back.

Steve Forbes
Chief HR Officer

Our Gender Pay Gap Statistics

Difference between men and women		
	Mean	Median
Hourly fixed pay	26%	27%
Bonus	45%	0%

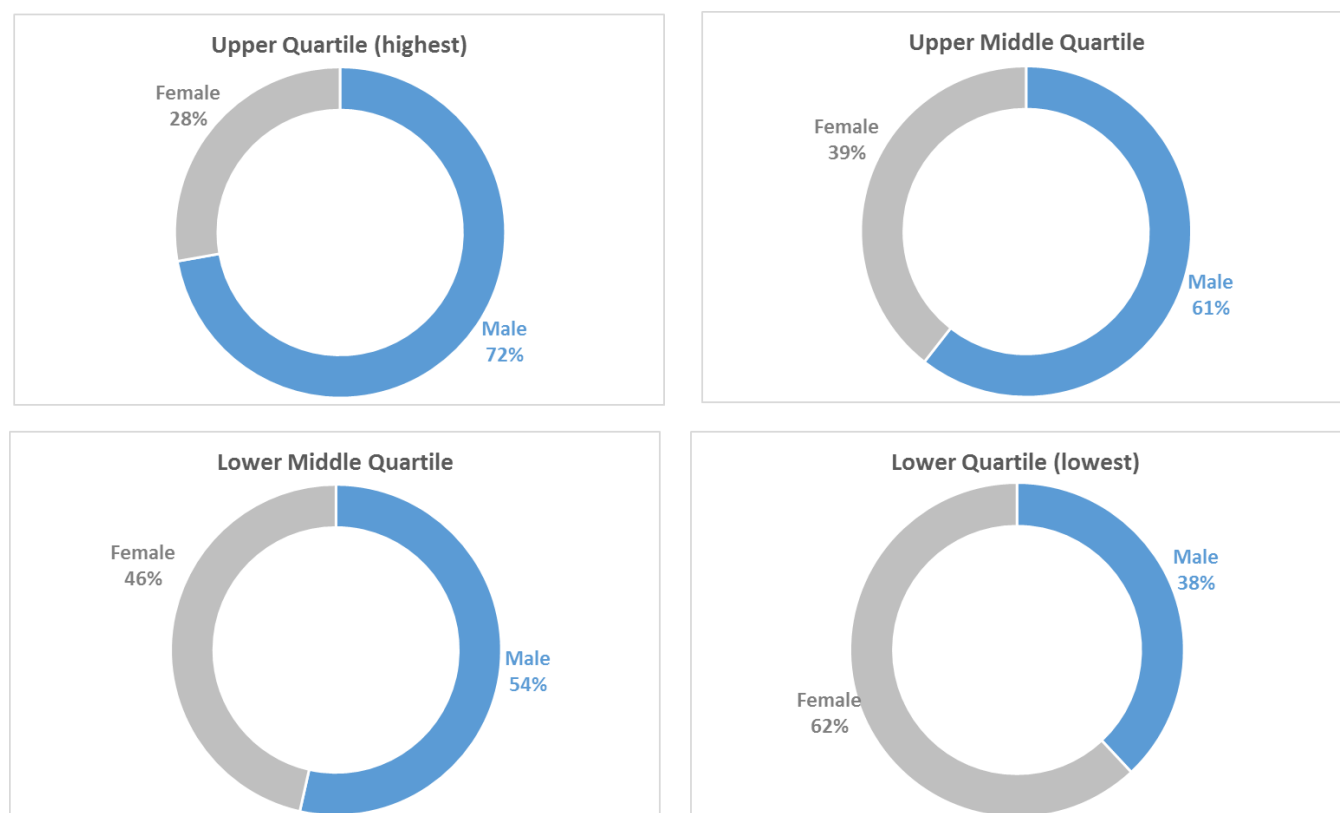
The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (i.e. 5 April 2019). It also captures the mean and median difference between bonuses paid to men and women at Bristan Group in the year up to 5 April 2019, i.e. for the 2018 performance year.

Proportion of colleagues awarded a bonus for 2018

	Women	Men
Bonus	30%	70%

There is a significant difference between the number of men and women being paid a bonus for their performance in 2018. This difference is primarily due to the company bonus not being paid to any employee for 2018. However, other bonus elements such as the sales bonus were still paid in areas where there is a higher proportion of male employees.

Salary Quartiles (percentage of gender according to salary brackets)



The above image illustrates the gender distribution at Bristan Group across four equally sized quartiles, each containing approximately 71 colleagues.

Our focus for the future:

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

Our action plan is to continue to ensure the language we use in recruitment is free from any bias. We have already implemented a requirement from our recruitment agencies to promote a one in two female shortlist for all senior recruitment to ensure we have a healthier balance to recruit the best talent. We are continuing to support more flexible working where possible, such as, buying extra holiday and the opportunity to work from home. Our Senior Team are also being encouraged to network within different industries to broaden their perspective.

However, we recognise there is more to do, so will be setting a target of 40% of roles in the top 2 quartiles occupied by women by 2022. All leaders within Bristan Group received unconscious bias training in 2018 to ensure our recruitment and hiring practices are free from bias. We also introduced a reverse mentoring scheme in 2018 where a number of females within the organisation mentored 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.