

HML Group

GENDER PAY GAP REPORT

2018/2019



Introduction

This is our 3rd report on our Gender Pay gap. As a reminder the gender pay gap is a measure of the difference in the average pay and bonuses of men compared with women across our organisation. It is not a comparison for equal pay for equal work.

This year HML will report a further year on year reduction to our Gender Pay gap. Our Gender Pay gap now stands at **13.9%**. This represents a reduction of 3.6% when compared to last year. HML are also reporting a 3% fall to **6%** on the median pay gap. Whilst this is an encouraging report and our gap continues to close it is fully appreciated that our challenges remain in Quartile 1 of our pay structure, as this is the cause of our gap. As explained previously this gap exists due to the unequal distribution of men and women in this quartile or more specifically because of the higher proportion of men in senior technical and managerial roles.

HML recognises the gender imbalance that exists and is acting to address this through our long-term strategy to ultimately improve performance. We have already acknowledged that it will take time until a balance is found, but HML is committed to addressing the imbalance.

Our bonus pay figures are distorted as incentive bonus payment are aimed at Senior Management which is the very category of staff where a gender pay gap exists.

HML have set a long-term goal to achieve a 50:50 gender balance by 2025 (within a 5% tolerance). It was identified that to achieve this we **must** see an enhanced number of females undertaking senior leadership positions within the Group. This conclusion was drawn since the Gender Pay Gap within the upper quartile within the Group.

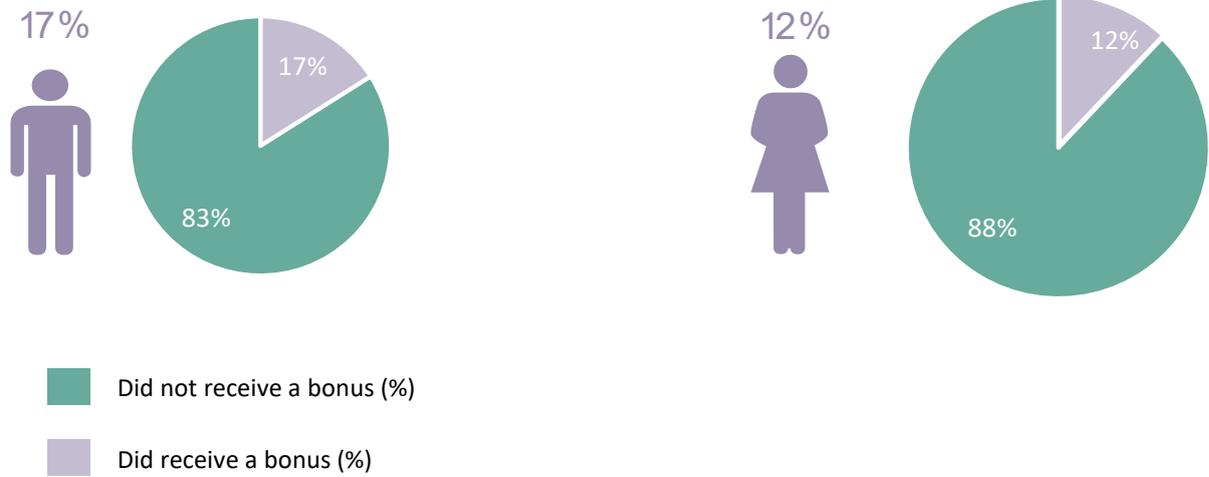
This report outlines our report for 2018/2019 with the snapshot of data being taken 30th April 2019.

HML Pay & Bonus Gap

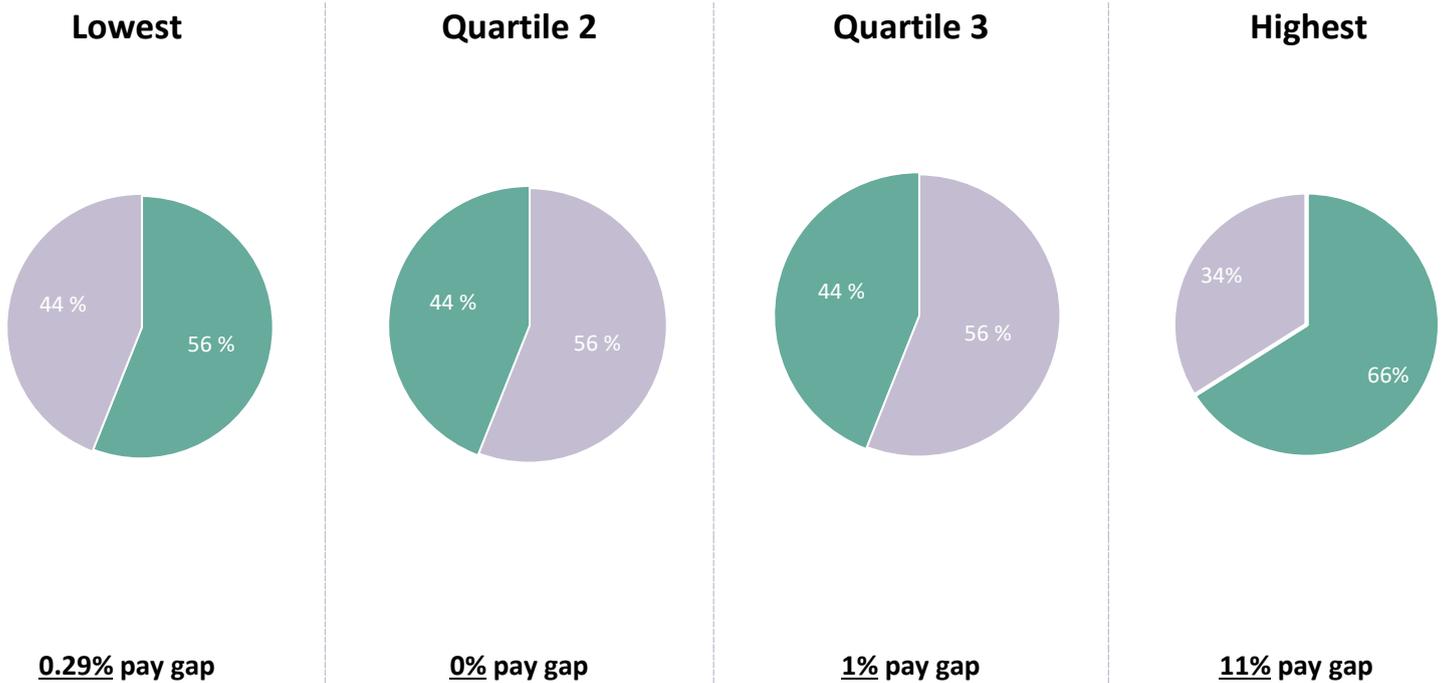
Difference between men and women				
	Mean	2017 vs 2018	Median	2017 vs 2018
Hourly fixed pay	13.9%	3.62% ↓	6%	3% ↓
Bonus paid	59%	7% ↑	32%	1% ↓

The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (30th April 2019). It also captures the mean and median differences between bonuses paid to men and women across the HML Group in the year up to 1st May 2019 (e.g the 2018 performance year).

Proportion of Colleagues Awarded a Bonus for 2018



Pay Quartiles



Understanding the Gap

HML Group's gender pay gap of 13.9% for 2018/19 is below National Average of 14.2% and shows a year on year reduction of 3.6%. Although the gap is still considered to be too high one must remember that the strategy to close this gap is a long term one. If we continue to reduce by this % HML will reach its target.

The Mean Gender Bonus gap of has risen slightly to 59%. Our pay quartiles demonstrate where the hard work should be focussed. In Quartile 2, 3 and 4 there is no gender pay gap. HML's highest pay quartile remains where our underlying challenge exists. We are aware of underrepresentation of women in positions of leadership and highly paid roles is the only reason for our gender pay gap. There has been a change (year on year comparison) within the top 20 paid roles across HML Group with an increase by 5% being filled by females (now 20%).

It can also be noted that within the highest paid quartile the gap has increased by 7%. This increase is attributed to the enhanced bonus payments made in 2019 which disproportionately favour males. It can be concluded that the upper quartile is the sole reason for HML having a Gender Pay Gap.

Our Long-Term Strategy

It has always been stated that there is no quick fix to the gender pay gap, but HML is taking a series of measures now and in the long-term to promote a diverse and inclusive workforce. Our focus needs to remain on helping women to progress up within the organisation.

Our aim remains at achieving a 50:50 gender balance by 2025 (within a 5% tolerance). To help achieve this aim the following objectives remain:

- Existing female talent within the HML Group should be identified and encouraged to undertake set development programmes and enrich their career and skills.
- Where HML needs to recruit externally for roles that have Salary's in excess of £50,000, females should be targeted to provide a gender biased pool by our partners Randstad. Our aim should be to achieve a 70% target of female hires at this level in the next 4 years.
- Flexibility is still 'frowned' for working mothers across the Group. Females within our society still bear the brunt of child minding requirements. As such HML must look to embrace flexibility for our female working employees. Developing a culture where we trust our staff to work flexibly but also can monitor them effectively through our systems.
- HML to embrace encouraging 'returnships', where women that choose to leave HML for a career break are actively engaged in returning back to work
- If HML is committed to increasing the number of women in the most senior positions within the company, need to set a long term target. For example, our target could be to more than double the proportion of women earning over £40,000 a year, to at least 40% by 2025.

Terminology

Median pay gap

- The median pay gap is the difference in pay between the middle-ranking woman and the middle-ranking man.

Mean pay gap

- The mean pay gap is the difference between a company's total wage spend-per-woman and its total spend-per-man.
- The number is calculated by taking the total wage bill for each and dividing it by the number of men and women employed by the organisation.

Pay gap v equal pay

- The gender pay gap is not the same as unequal pay.
- Unequal pay is giving women less than men for the same work. That has been against the law since the Equal Pay Act was introduced in 1970.
- A company's gender pay gap can also be caused by other things, for example fewer women in senior or highly-paid roles or more women in part-time jobs.



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