

Golden Charter Gender Pay Gap 2021

Golden Charter's produces its gender pay gap report to provide a view of the overall mean and median gender pay and bonus gaps based on salary figures at April 2021 and any bonus paid in the previous 12 months. The report compares average pay for men and women across the organisation. Whilst not compelled to report the figures externally, Golden Charter believes it is important to measure our outcome and share these results with our people and the public who are our customers. We endeavour to be an inclusive and fair employer, and it is right that we strive to eradicate any gender pay gap. Set against that goal I am disappointed at our slow progress in reducing our overall pay gap.

Whilst we understand the exceptional circumstances of 2021, it is regrettable that despite our work with external partners to increase the proportion of female candidates for specialist technical roles our gender pay gap remains. Our strategies to promote inclusivity and accessibility for all roles within the company continues to advance in 2022 with a job analysis programme to ensure that we continue to address any remaining gender bias.

The Gender Pay Gap reporting data and calculations in this report are accurate and have been independently calculated and audited.



Suzanne Grahame
Chief Executive Officer

Gender Pay and Bonus Pay Gap

	Mean ¹	Median ²
Hourly pay gap	24.6%	35.2%
Bonus pay gap	23.6%	48%

¹ The mean (or average) is the sum of all hourly rates divided by the number of relevant employees.

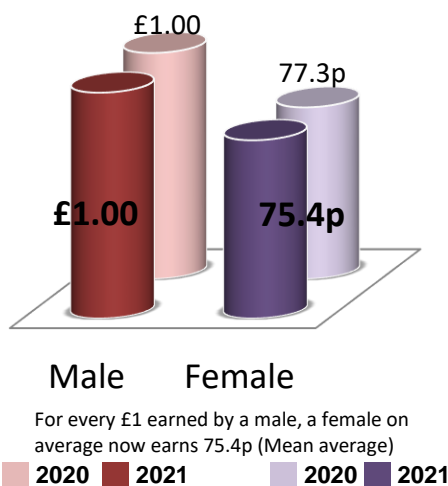
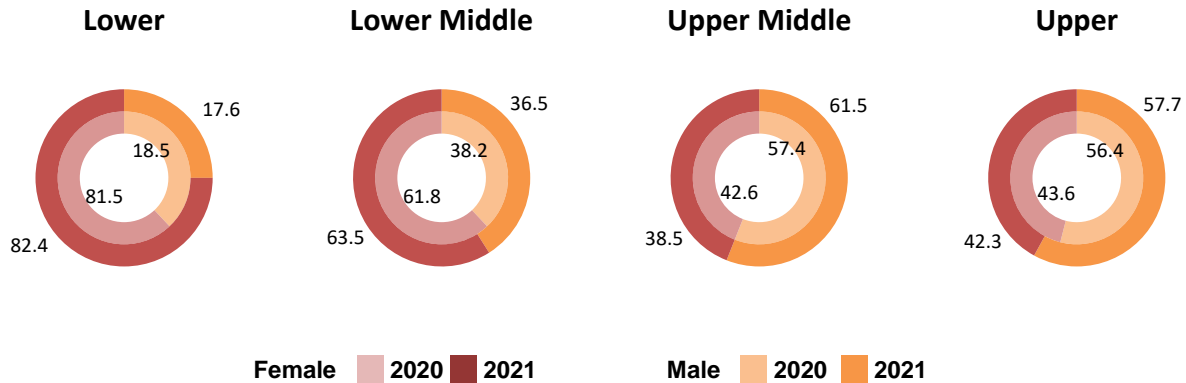
² The median number is the middle figure when the hourly rates of all colleagues are listed in ascending order.

Proportion of men and women receiving a bonus



2020 2021 2020 2021

Proportion of men and women in each pay quartile

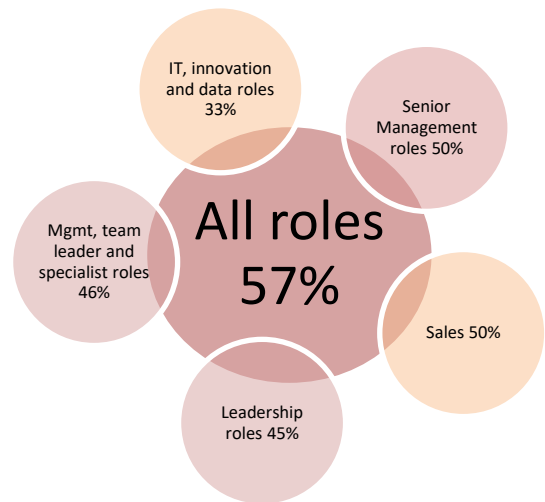


- There has been slight negative movement over the last year and the mean hourly pay gap of 24.6% is higher than it was last year (an increase of 1.9%).
- Our biggest contributing factor remains in the lower paid administrative roles where although there are more females than males, more of the males hold team leader positions or earned higher commission during the year and is also where we find more part time female employees.
- In three departments females were paid, on average, more than male colleagues
- There were slightly more females at the lower and lower middle quartiles than last year.

We continue to have a strong female presence across our business. At the snapshot date 5 April 2021, 57% of Golden Charter employees were female.

The method of calculating the bonus gap does not translate the bonus paid to part time employees to a full-time equivalent to enable a like for like comparison as in the pay gap where hourly rates are compared. Therefore although the percentage of bonus may be applied equally to male and female employees, the actual monetary amounts will be lower to those that are part time. At the snap shot date approximately 20% of female employees worked part time, and Golden Charter continues to support flexible working for all employees across the whole organisation. Therefore, the method of calculation gives the impression that the bonus gap is greater than it actually is.

- There is a slight increase across senior management levels where 50% of employees are female.
- When specialist and team leader roles at lower levels are included, women make-up 46% of those roles, a slight increase.
- There has been a small decrease in the proportion of women in the Leadership team (46% to 45%).
- 23% of IT roles are now filled by females. And 33% of all IT, innovation and data roles are held by females.
- 50% of all Sales roles are held by females, an increase from 33%



What are we doing and what impact is it having?

Within Golden Charter, it continues to be the nature of roles held by men and women, and the associated remuneration, which contributes to the gap. The proportion of females in lower paid roles (such as customer service and administration) is still significantly greater than males and it is this disparity that is the greatest contributor to our pay gap.

During the year, we implemented actions to support the reduction of the gap over time:

- We are conducting a large-scale job analysis project to ensure we understand the competencies required in our roles. One of the benefits of this is that it will allow us to implement a more structured interview process, reducing the risk of unconscious bias.
- Continue to ensure adverts do not use unconscious gender bias wording
- Bring awareness to recruiting managers by sharing their departments analysis and discussing actions to address gaps and delivering unconscious bias training to recruiting managers

Attraction of male candidates into administrative and lower paid roles

One of our ongoing challenges is in attracting more males into traditionally female dominated roles within customer services and administration. We continue to work closely with apprenticeship organisations to attract male candidates into this area. The biggest single influence on our overall pay gap is in level B (primarily Customer Services and Administration) which accounts for almost 14% of our total pay gap as there are consistently 4 times more females than males in these roles, however the males happen to have earned the greatest commission or are in team leader roles.

Golden Charter is committed to building a more diverse and inclusive workforce and reducing its gender pay gap. We continue to support flexible working arrangements for all employees, where possible, throughout the organisation, subject to business requirements and have a strong commitment to improving opportunities for progression and development for all, irrespective of gender. We will continue to focus on reviewing and developing our policies relating to recruitment, as well as continuing to develop our hybrid-working model to allow for greater flexibility.