Gender Pay Report 2017

February 2018

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The UK Government has introduced new reporting regulations under the Equality Act 2010. This requires UK companies with over 250 employees to report on their gender pay gap annually, with effect from April 2017.

The gender pay gap is a measure of the difference in the average hourly rate of pay of men and women within Picsolve UK, regardless of the nature of their work. It can be driven by the different number of men and women across all roles and is different from an equal pay comparison, which would involve direct comparison of two people or groups carrying out the same or similar work.

Using the calculations set out in the gender pay gap reporting regulations (median and mean), we have taken pay data from our UK workforce as of the snapshot date of 5th April 2017 which equated to 597 employees. This data includes many different roles that bring a variety of rates of pay.

In the report we share the percentage of men and women in each pay quartile. Quartiles are calculated by listing the rates of pay for each employee across the business from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of males and females in each.

These median and mean calculations are also carried out when comparing bonus pay over a twelve month period. The proportion of men and women awarded any bonus pay over that period is also reported.

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Understanding Our Data

The average hourly rate paid to woman in Picsolve, taking into account all roles, is 27% lower than the average hourly rate we paid to men in April 2017. As a company, we are required to report the difference in hourly rates of pay as a 'median average' – ours is 1% lower for woman.

Our gender pay gap is not because we pay men and women unequally for doing equal work. And whilst we do have a gender pay gap, our median average is below the national average.

Of all our employees, 85% work on site at theme parks and attractions, with 57% of our retail staff being female. Most of our retail roles are retail assistant positions, which are typically lower paid than our support centre and/or management roles.

It is important to understand that the pay gap is much less significant in the largest part of our business; our retail sites, when the data on support centre and senior management employees is removed from the calculations. The mean gender pay gap for retail then reduces to 4%.

Our pay quartiles confirm that a key driver of our gender pay gap is that a significant proportion of our colleagues are women in hourly paid roles, while a higher proportion of men are in more senior, salaried roles.

Our pay ranges differ by function as well as job level, meaning that the gender split between functions also has an effect. For example, our HR department is made up of 83% women, compared to Technology in which 6% of employees are female. Like many companies, roles in technology, finance and engineering attract a higher proportion of men than woman.

Our findings show that a higher proportion of male colleagues are in senior roles. The senior roles have a higher bonus opportunity in percentage terms. This highlights that we need to do more to support and encourage more women into senior roles.

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Our Results

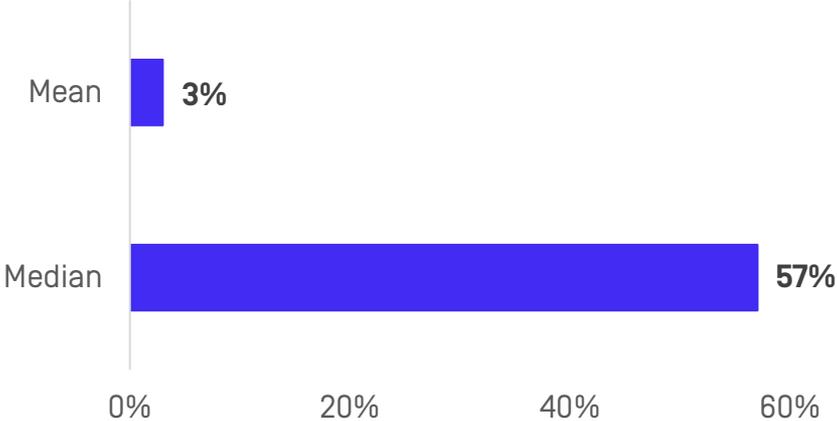Hourly Rate of Pay – Difference between men and women.

	MEDIAN [mid-range]	MEAN [average]
Picsolve	1%	28%
UK*	18.4%	17.4%

Pay Quartiles – Proportion of our male and female employees across four equally sized pay quartiles.

LOWER QUARTILE

Female 55%
Male 45%

LOWER MIDDLE QUARTILE

Female 57%
Male 43%

UPPER MIDDLE QUARTILE

Female 60%
Male 40%

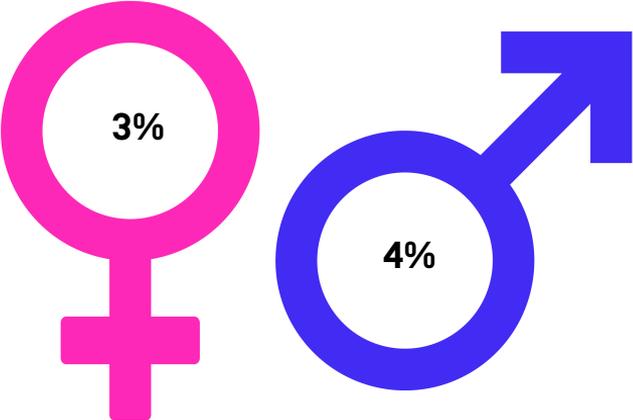UPPER QUARTILE

Female 38%
Male 62%

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Our Results

Bonus Pay – Variation between Picsolve's mean and median results.

Bonus Pay – Proportion of male and female employees who received bonus pay.

Mean **3%**

Median **57%**

0%   20%   40%   60%

3%   **4%**

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Closing the Gap

As a Company we want to close the gender pay gap by making every role attractive to as many people as possible, and offering great careers to the best talent, regardless of gender. We know this may take time, but initiatives which are already under way or which we plan to put into effect include:

- Taking a closer look at the structure of our workforce and in particular what we can do to get more women into senior roles.

- Offering additional training and development for frontline retail colleagues to advance within the organisation or apply for corporate roles within the Company.

- Provide unconscious bias training to employees in charge of managing teams and recruitment decisions.

- Implement clear retention strategies and employee engagement initiatives in order to motivate and retain those employees who are brought into entry level positions.

- Continue to ensure decision making on pay and recognition are appropriately moderated.

I confirm that the gender pay gap information provided in this report is accurate at the time of publishing.

Paul Kennedy, Chief People Officer