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**Linbrooke Services is required by law to publish an annual gender pay gap report.**

This is its report for the snapshot date of 5 April 2018.

- The mean gender pay gap for Linbrooke Services Ltd. is 30.66%.
- The median gender pay gap for Linbrooke Services Ltd. is 38.24%.
- The mean gender bonus gap for Linbrooke Services Ltd. is 42.40%
- The median gender bonus gap for Linbrooke Services Limited is -25%
- The proportion of women receiving a bonus was 7.5% and the proportion of men who received a bonus was 10.65%.

### **Pay Quartiles By Gender**

<b>BAND</b>	<b>MALES (%)</b>	<b>FEMALES (%)</b>	<b>DESCRIPTION</b>
A	95.3	4.7	Includes all employees whose standard hourly rate places them above the upper quartile
B	87.5	12.5	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
C	90.6	9.6	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
D	62.5	37.5	Includes all employees whose standard hourly rate places them at or below the lower quartile



The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

### **What are the underlying causes of Linbrooke Services Ltd.'s gender pay gap?**

Under the law, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

Linbrooke Services Ltd. is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It

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has a clear policy of paying employees equally for the same or equivalent work, regardless of their gender (or any other characteristic set out above).

As such, it:

- carries out pay and benefits audits at regular intervals;
- provides regular equal pay training for all managers and other staff members who are involved in pay reviews; and
- evaluates job roles and pay grades as necessary to ensure a fair structure.

Linbrooke Services Ltd. is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.



Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of the organisation. In addition, men are more likely to be in technical roles, which attract higher rates of pay than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and unfortunately many of the jobs that are available across the UK on a part-time basis are relatively low paid.

This pattern from the UK economy as a whole is reflected in the make-up of Linbrooke Services Ltd.'s workforce, where the majority of line manager and senior manager roles are held by men. This can be seen above in the table depicting pay quartiles by gender. This shows Linbrooke Services Ltd.'s workforce divided into four equal-sized groups based on hourly pay rates, with Band A including the highest-paid 25% of employees (the upper quartile) and Band D covering the lowest-paid 25% (the lower quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each Band.

However, within Linbrooke Services Ltd., 37.5% of the employees in Band D are women and 62.5% men. This is an improvement on 2017's percentages in the lowest quartile which saw 40% of the employees in Band D being women and 60% men.

The figure of -25% for our median gender bonus pay gap is slightly misleading in that there were only three women paid a bonus last year- and their bonus payments were comparatively small to those of their male counterparts. However, the median calculation only accounts for a mid-range figure in both genders which did not accurately portray some larger payments made to male employees in 2017-2018.

The percentage of male employees increases throughout the remaining Bands (with a discrepancy at Bands B and C). Our figures are also affected by the gender demographic at Linbrooke Services, in that 85% of our workforce is male and 15% is female.

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## What is Linbrooke Services Ltd. doing to address its gender pay gap?

While Linbrooke Services Ltd.'s gender pay gap compares favourably with that of organisations both across the whole UK economy and within the retail and wholesale sector, this is not a subject about which Linbrooke Services Ltd. is complacent, and it is committed to doing everything that it can to reduce the gap. However, Linbrooke Services Ltd. also recognises that its scope to act is limited in some areas - it has, for example, no direct control over the subjects that individuals choose to study or the career choices that they make.



We have undertaken a broad scale evaluation of our terms and conditions following a consultation exercise and, after looking to the wider market for comparators, we have released the Alignment of Terms project which sees set bandings for staff occupying roles. This project has been restricted to field staff initially, however it provides us with an excellent blueprint to roll this homogenization out to the wider workforce. In particular we acknowledge that this project must be rolled out to support and administration staff as we recognise that a higher percentage of females will occupy these roles.

To date, the steps that Linbrooke Services Ltd. has taken to promote gender diversity in all areas of its workforce include the following:

- **Revising the worked hours policy:** Following publication of "Linbrooke Services Ltd. - working together to create equal opportunities", in May 2017, Linbrooke Services Ltd.'s flexible working policy was substantially revised to make it clear that employees in all areas and levels of the organisation will be considered for flexible working regardless of their role and level of seniority, and that flexible working need not be limited to part-time working. We hope this will attract and retain female talent to the business.
- **Supporting parents:** Linbrooke Services Ltd. has developed new guidelines for managers on supporting employees prior to, during and on return from maternity and other parental leave, to be backed up by training for all line managers and senior managers.

None of these initiatives will, of itself, remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, Linbrooke Services Ltd. is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

Right now, Linbrooke Services Ltd. has plans to extend its evidence-gathering to include qualitative data. It will do this through a consultation exercise across all areas and levels of the organisation to identify the barriers (and the drivers) for women employees.

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In the coming year, Linbrooke Services Ltd. is also committed to:

- Reviewing its policy on bonus payments; and
- Investigating affordable childcare options.

Any further initiatives launched throughout the year will be reported by means of the company newsletter, Genbuzz.