

# GENDER PAY GAP REPORT



## What is the Gender Pay Gap?

Gender pay reporting legislation was introduced in 2017 and requires all employers with 250 or more employees to publish statutory calculations every year. This is required in order to show how large the pay gap is between male and female employees.

There are six calculations to carry out and the results must be published on both the organisation's website and the Government's online reporting service. The data relates to salaries paid to staff who are in scope as of the week including 31st March each year for public sector organisations, with 12 months to publish the data.

---

## What is our Gender Pay Gap and how has this changed since last year?

Our Gender Pay Gap is expressed through two key metrics – our 'median' hourly rate of pay and our 'mean' hourly rate of pay. These illustrate the pay differential between males and females. However, there are nuances within them, as outliers – such as those at the top, or bottom of the pay range – can skew figures.

This year's figures show a decrease in the median gap of 1.25%. This could be explained by the increase in the Living Wage. Lower paid staff have received both the same annual percentage increase, as well as the Living Wage increase. This would have closed the gap between higher and lower earners within the organisation at a faster rate.

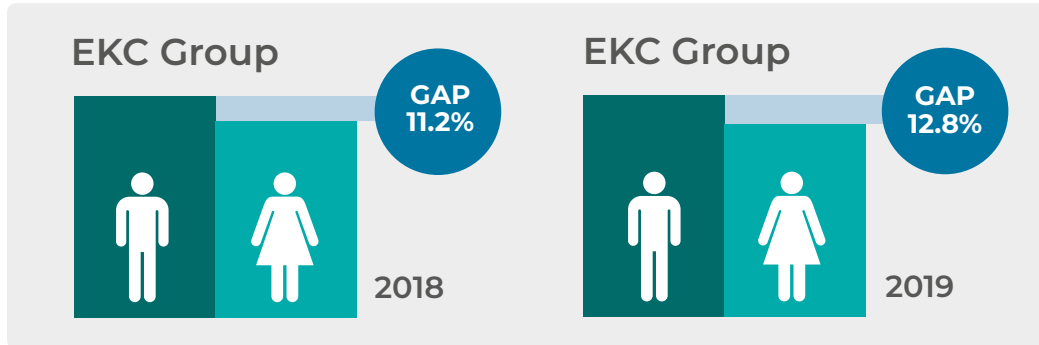
Conversely, the mean gap worsened by 1.6%. This slight year-on-year increase is mostly attributable to the changing nature of the EKC's workforce composition due to the further growth and expansion of the Group's

operating portfolio. Additionally, lower graded roles continue to attract a higher density of female applicants. These trends are evidenced comparatively by 6.13% more females featuring in the lowest pay quartile versus 2018.

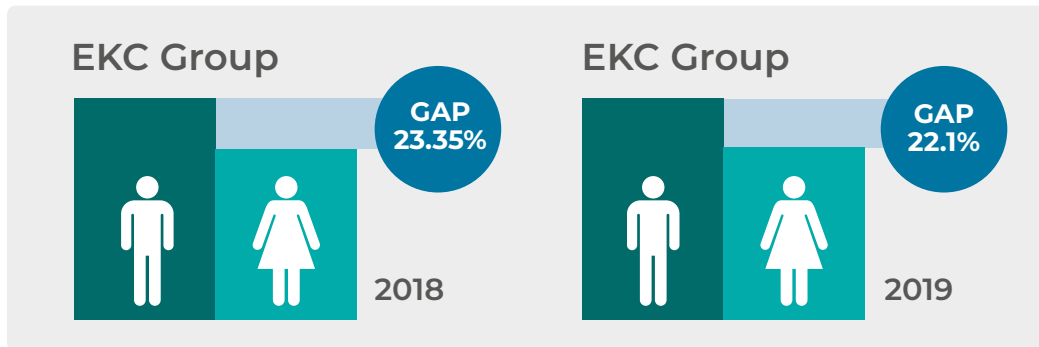
The pay gap at the upper pay quartile has remained unchanged. The picture is, however, mixed with reductions in the number of females advancing to upper middle and lower middle quartiles by 1.58% and 3.95% respectively - a trend which is compounded by a rising number of females placed in the lowest pay quartile.

It is anticipated that the continued emphasis, operationally and strategically, towards promoting career pathway and succession opportunities as well as providing even greater flexible and agile work style choices for females will incite marked and enduring changes in narrowing the gender pay gap during forthcoming years.

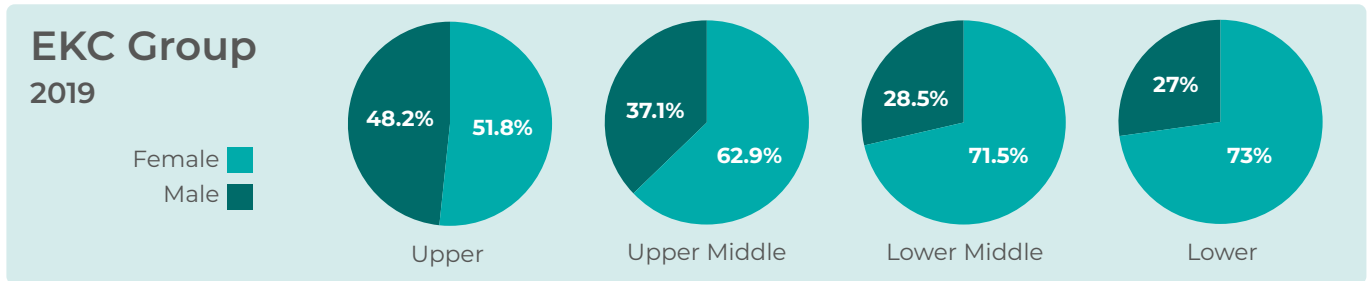
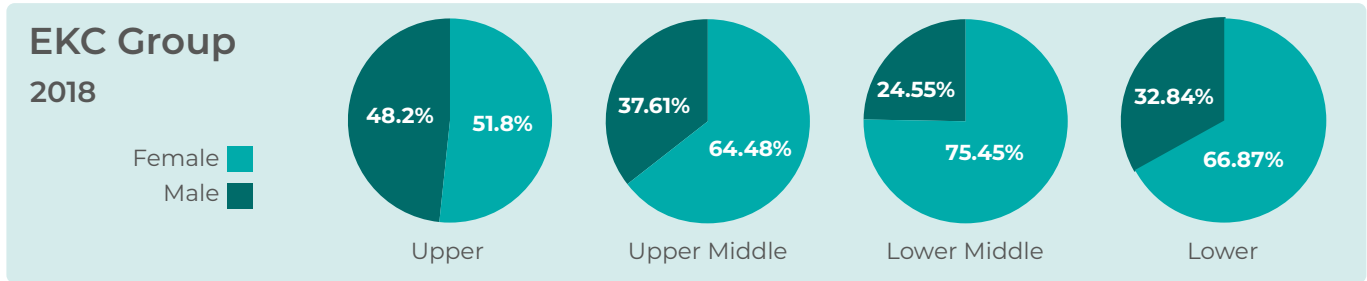
## 1. Mean Hourly Rate of Pay



## 2. Median Hourly Rate of Pay



### 3. Proportion of males and females in each pay quartile



## Continuing to close our Gender Pay Gap

While it is generally understood that the causes of gender pay gaps are complex, and go beyond any direct discrimination, EKC Group is still committed to lessening its Gender Pay Gap. The Chartered Institute for Personal Development (CIPD) recommends that three core things can help address the Gender Pay Gap. These are:

1. the wider availability of flexible working
2. the elimination of discrimination against part-time workers
3. building an awareness within the business of other barriers to the progress of women

EKC Group has already committed to these strands, and intend to continue to grow the work which we're doing on them over the forthcoming year. In the last year we have:

- Encouraged flexible working requests, and support them across the Group where possible;

- Introduced blind recruiting, to remove unconscious bias;
- Ensured NSPCC 'safer recruitment' training for all recruiting managers to support the elimination of unconscious bias;

Over the course of this year, we will continue to develop several strands of our work to eliminate the Gender Pay Gap. Within this we will develop our language to remove any bias in wording for job adverts, and try to ensure any stereotypes around roles are broken down.

EKC Group will also be introducing a new recruitment system this year. This will include a micro-site specifically for promoting career opportunities within EKC Group, and will give us greater power to reach a wider audience, amplifying our recruitment messages. The micro-site will also be able to host more video content, giving us the scope to profile employees and articulate how our Group actively works against job role stereotyping.