



# GENDER

## PAY GAP REPORTING

Gender pay gap reporting requirements have been introduced under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Companies with over 250 employees are required to publish their gender pay gap annually from April 2017.

This report covers our results for the year ended 5<sup>th</sup> April 2017.

## THE GENDER PAY GAP

*Shows the difference between the average earnings of all men and all women in the organisation. This is expressed as a percentage of men's earnings.*

### 1. GENDER PAY & BONUS GAP – MEAN AND MEDIAN AVERAGES

The below table shows the overall mean and median gender pay and bonus gap based on hourly rates of pay as at the snapshot date 5<sup>th</sup> April 2017.

<b>DIFFERENCE BETWEEN MEN &amp; WOMEN</b>		
	<b>Mean</b>	<b>Median</b>
<b>Hourly Fixed Pay</b>	<b>15.4%</b>	<b>4.3%</b>
<b>Bonus Pay</b>	<b>60.7%</b>	<b>11.7%</b>

At RAL Limited we are committed to treating our people equally and ensuring that everyone, no matter what their background, race, ethnicity or gender, has an opportunity to develop. This is really important to us. We are confident that our gender pay gap is not caused by men and women being paid differently to do the same job but is driven instead by the structure of our workforce and the times / shifts they are available to work.

### 2. PROPORTION OF MEN & WOMEN RECEIVING BONUSES

There is a (6.9%) difference in the proportion of men and women who received a yearly bonus in 2017.



**Men**  
**82.5%**  
*Received a bonus*



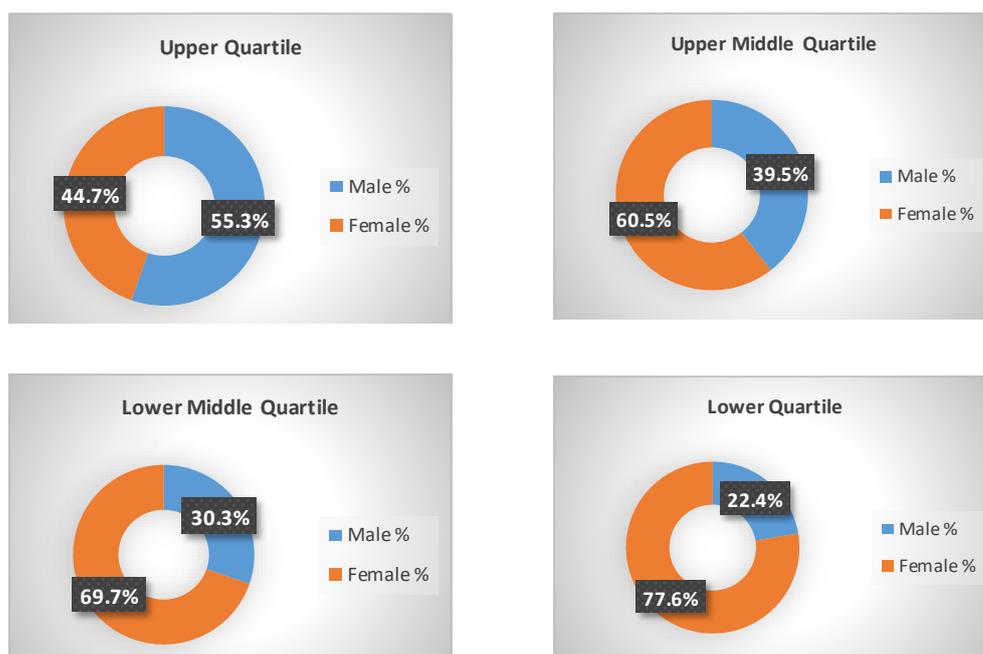
**Women**  
**89.4%**  
*Received a bonus*

Actual bonus payments are made in the 12 months prior to the 5<sup>th</sup> April 2017, as specified by the UK regulations. The bonus calculations are based on the company's financial performance and the different roles within the business.

Colleagues are generally eligible to receive a bonus or incentive. Venue operations may receive incentives based on team and individual performance. Other colleagues participate in annual bonus schemes with the pay-out based on position/level within the company. The median bonus pay difference is largely a result of a greater proportion of males at the higher position and higher bonus levels. We will continually review our procedures to encourage more female applicants at senior levels to enable us to reduce this difference.

### 3. PROPORTION OF MEN & WOMEN IN EACH QUARTILE

The below demonstrates the gender distribution at RAL Limited over four equal sized quartiles, each containing 228 number of employees.



The pay quartiles show that we have a larger weighting of female employees in quartiles upper middle, lower middle and lower but a higher proportion of male employees in the upper quartile.

This shows that we employ many more females than males in the venue operations. Analysis of our data for this quartile shows that this pay gap does not arise from males and females doing the same job or who are at the same level of management being paid differently. The gap in average pay and average bonus pay is due to the fact that we have fewer females in our most senior management grades.

## **FURTHER INFORMATION**

RAL Limited's gender pay gap has been published in accordance with Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Having greater awareness of the Gender Pay Gap has enabled us to take a holistic view of our company, and we will use the results to support initiatives to reduce it over the coming years.

Due to the structural changes required to address many of the causes of the gender pay gap, the effects of these initiatives may take many years to be fully realised. We will continue to monitor our gender pay gap levels, focusing on ways to attract, retain and develop our diverse talent by supporting flexible working practices, encouraging more female staff at higher levels of the business and actively supporting company-wide initiatives encouraging diversity.