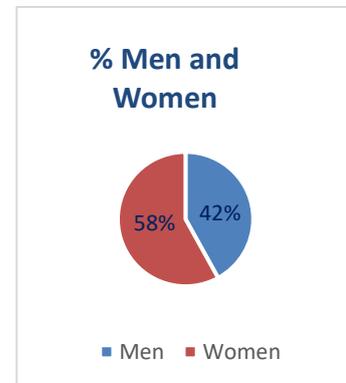


Our Gender Pay Gap 2019

Gender pay gap reporting

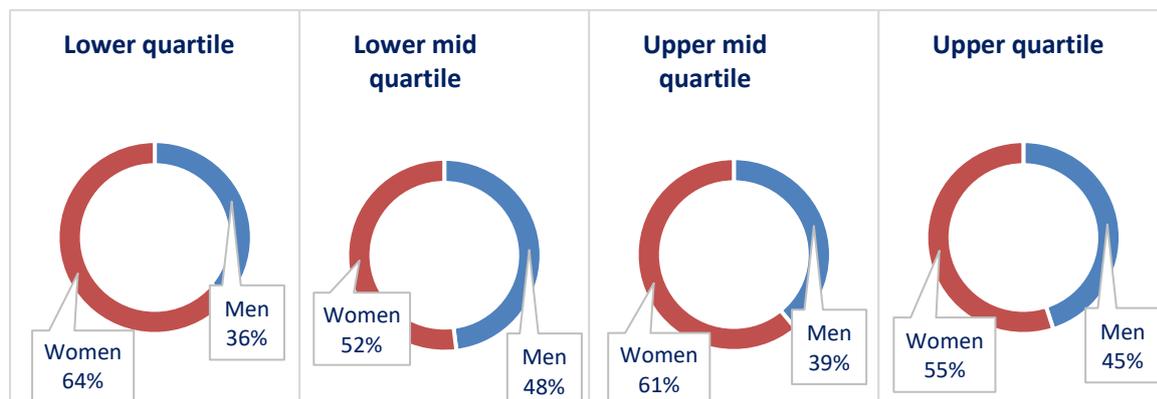
Gender pay reporting is a legal requirement for large organisations. It requires employers with 250 or more employees to publish statutory calculations each year showing the pay gap between their male and female employees, expressing this as a percentage. Gender pay reporting shows the balance of men and women at all levels of the organisation and the average hourly rates of pay across the organisation as a whole.

Our data is collected on the snapshot date of 5 April 2019, when our workforce consisted of 176 men and 244 women.



Proportion of men and women by pay quartile

Gender pay gap reporting requires us to divide our workforce into four equal parts (quartiles) by hourly rate and show the percentage of men and women within each of the quartiles:



Mean and median gender pay gap

The mean gender pay gap is the difference in average hourly rates of pay that men and women receive. This provides an overall indication of the gender pay gap by taking all hourly rates of pay and dividing by the total number of men and women in scope.

The median gender pay gap shows the difference in the midpoints of the ranges of hourly rates of pay for men and women by ordering individual rates of pay from lowest to highest and comparing the middle values.

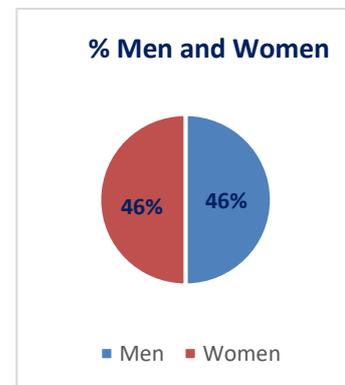
Gender pay gap	2019	2018	2017
Mean gender pay gap in hourly pay	10.3%	9.3%	16.2%
Median gender pay gap in hourly pay	1.0%	2.7%	9.1%

The mean (average) hourly rate paid to women in our workforce was 10.3% lower than the mean (average) hourly rate paid to men in April 2019. The difference in hourly rates of pay, as a median average, was 1% lower for women. This represents an overall increase in our mean gender pay gap of 1% and a 1.7% reduction as a median average based on our gender pay gap in 2018. The slight increase in the mean gender pay gap is likely to be a result of the Executive (predominantly men) receiving bonuses which has increased the overall hourly rates for men in the upper quartile.

Proportion of men and women receiving a bonus payment

46% of men and women were awarded and paid a bonus or commission payment in the 12 months leading up to the snapshot date of 5 April 2019. This is an increase of 8% for men and 13% for women receiving a bonus this period compared to the 2018 period.

Bonuses were paid to five members of the Executive in the form of non-consolidated performance related payments, based on successful delivery of objectives and key priorities. The bonuses included in the snapshot date of 5 April 2019 relate to payments made in the financial year 2018-19 in respect of performance in 2017-18. The Executive staffing group who received bonuses consists of 80% men and 20% women.



Commission payments are also classified as bonus payments under the gender pay gap reporting requirements. Commission payments, awarded for the sale of souvenir guidebooks, have been included within the gender bonus pay in the 12 months leading up to the snapshot date. Commission payments were made to 165 staff, 40% men and 60% women.

Mean and median gender bonus gap

The mean gender bonus gap is the difference in average bonus pay that men and women receive. There has been a 0.2% increase in the mean gender bonus pay gap from the last reporting period (2018: 76.1%) due to four non-consolidated bonus payments being made to male members of staff and one non-consolidated bonus payment being made to a female member of staff. All other bonus payments being souvenir guidebook sales commission payments, made to men and women, and all of which were below a maximum value of £608.

The median gender bonus gap shows the difference in the midpoints of the ranges of bonus pay received by men and women. There has been a significant (151.1%) reduction in the median gender

bonus gap so that it is now more favourable towards women. This is due to the souvenir guidebook commission being more accessible and women selling more souvenir guidebooks than men, meaning they earned more commission. As a result, the middle value (from the lowest to highest bonus) was more than double to that of men.

Gender bonus gap	2019	2018	2017
Mean gender bonus gap	76.3%	76.1%	46.3%
Median gender bonus gap	-140.0%	11.1%	78.7%

Addressing the gender pay gap

We have seen a 1% increase in our mean gender pay gap from 2018 and we are committed to reducing this where we can. A new salary structure and pay progression scheme will be rolled out in 2019-20, that will enable the gender pay gap to reduce further.

We will continue to develop our talent management strategy to support learning, development, and career progression for all staff. We try to accommodate flexible working arrangements wherever possible, supporting staff if they need to care for others or those who are returning to work after having a child. We are committed to offering these opportunities to all staff, regardless of gender.

Declaration

I confirm the gender pay gap data contained in this report is accurate.



Sarah Dennis
Executive Director of Resources