

Our 2017 Gender Pay Gap Report

As an employer we always communicate with our employees in an “open, honest and transparent” manner and continually strive for a diverse and inclusive culture. For that reason we welcome the opportunity to formally report on our gender pay gap.

At 27.57%, our mean gender pay gap is smaller than the indicative average for the financial services industry, but is still higher than the UK average for all industries. Therefore, it’s important that we look to understand what’s driving our pay gap and what we can do to improve it.

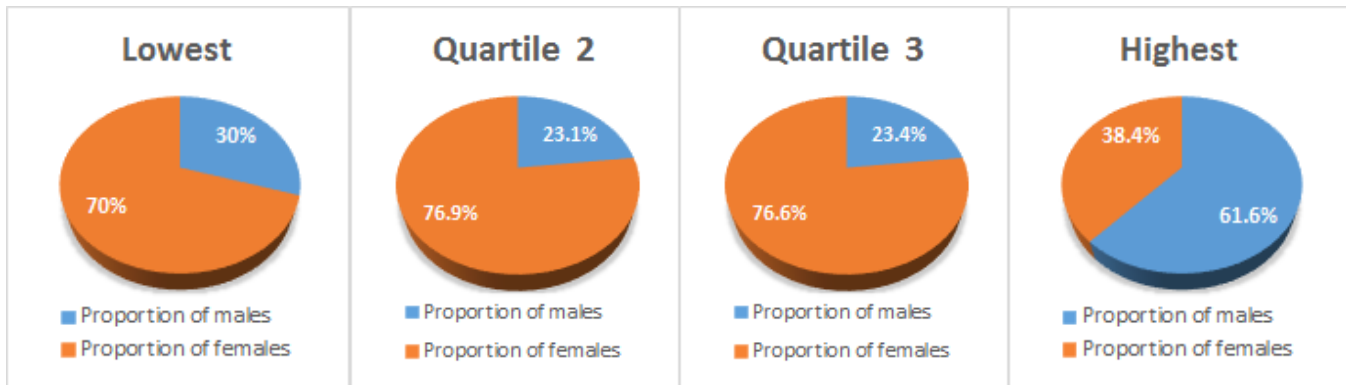
Pay and Bonus Gap

Differences between men and women

	Mean	Median
Hourly Fixed Pay	27.57%	14.88%
Bonus Paid	70.96%	50.00%

The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date of 5th April 2017. It also captures the mean and median difference between bonuses paid to men and women at iPSL in the year up to 5th April 2017, for the 2016 performance year.

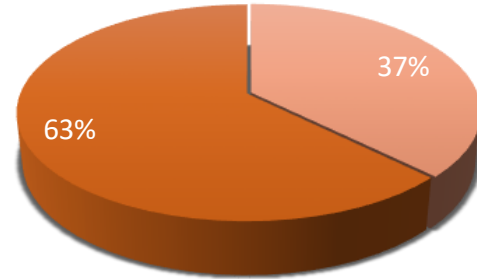
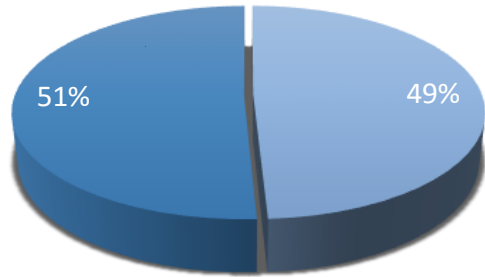
Gender Distribution The charts below illustrate the gender distribution at iPSL across four pay quartiles.



We are confident that men and women are paid equally for doing equivalent jobs across our business. Our approach to pay is gender neutral by design and analysis shows our pay gap is driven by the make-up of our workforce.

iPSL has a significantly higher proportion of women (69%), than men (31%), in our lower graded roles, whilst within our senior roles the proportion favours men (68%), to women (32%). Similarly, in relation to bonus opportunities, these are primarily targeted to senior roles and hence are currently received in greater numbers by men (49.2%) than females (37.4%).

Proportion of Employees Awarded a Bonus for the Performance Year 2016



■ Males who received a bonus ■ Males who didn't receive a bonus ■ Females who received a bonus ■ Females who didn't receive a bonus

How is iPSL tackling its gender pay gap?

The gap, in both our mean pay and mean bonus, shows there's more work to be done and whilst we are confident that we don't have an equal pay issue, we do need to take steps to reduce our pay gap.

We are currently in the middle of our biggest ever business transformation programme which will have a huge impact on our future organisational headcount and management structure as we move from nine operational sites to just one.

During this period we will continue to encourage women to apply for senior roles and ensure our succession plans support this desire. We will also reflect on the opportunities to review our reward and benefit strategies to support our developing and evolving culture.

We will continue to offer flexible working options where appropriate and actively encourage women to return to work after maternity leave, or career breaks, as well as establish gender balanced shortlists for future recruitment opportunities.

Our aim is to reduce our gender pay gap year on year and once our current transformation journey is complete will look to establish appropriate targets to monitor future progress.

I confirm the data reported is accurate.

Royston Hoggarth, Chief Executive