

iPSL 2019 Gender Pay Gap Report

As iPSL continues its transformation journey, we remain committed to employing the best people and ensuring that they are paid equitably, irrespective of gender or any other aspect of diversity. Last year, we demonstrated an improvement in three of the four main reporting categories (mean and median gender pay gap, and mean bonus gap) and are able to confirm the same again this year.

Our Pay and Bonus Gap

iPSL had a total of 1,106 relevant employees included within the data set at the snapshot date of 5th April 2019. The table below shows the difference in average pay and bonus between all men and women in the organisation.

	Mean	Median
Hourly Pay Gap	26.09%	15.47%
Bonus Pay Gap	68.82%	71.38%

Gender Distribution

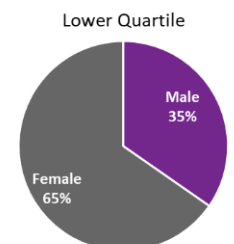
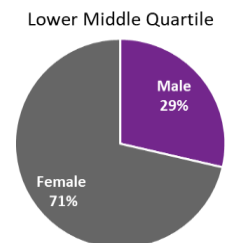
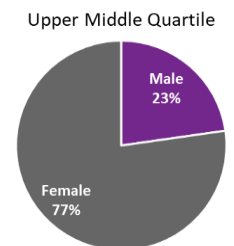
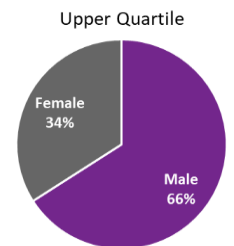
These graphs illustrate the gender distribution across four equally sized quartiles of the business, i.e. dividing our colleagues into four equal groups, from lowest to highest paid.

Our data tells us that although 62% of our overall population is female, this population remains concentrated in our lower quartiles, with our upper quartile predominantly male. This is echoed when we review the gender pay gap broken down within our seven job family levels:

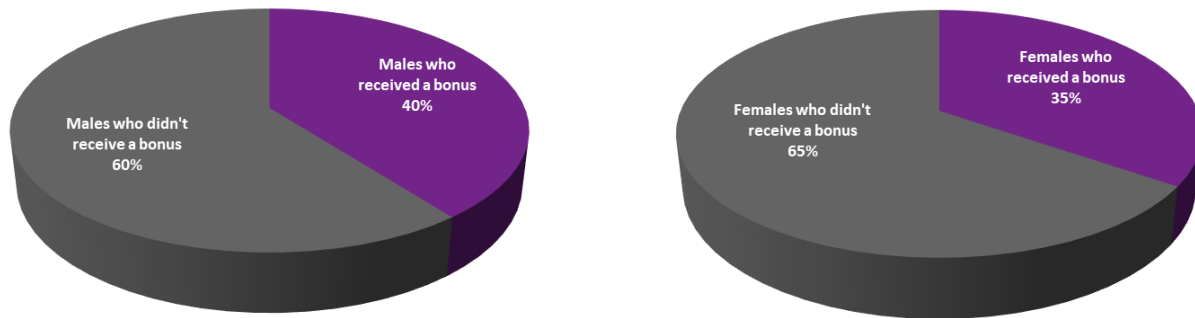
Job Family Level	2019 GPG
Level 1	100%
Level 2	7.14%
Level 3	2.51%
Level 4	8.65%
Level 5	11.4%
Level 6	- 2.44%
Level 7	- 4.44%

At our lowest (6 and 7) levels of the business, the average hourly rate of pay for females is higher than that of males. This, therefore, gives us a negative gender pay gap within those groups.

The distribution of genders across our four pay quartiles has remained relatively static over the last three reporting periods, however it is anticipated that changes may occur once we implement our future target operating model as we complete our business transformation journey.



Proportion of Employees Awarded a Bonus for the 2018 Performance Year



Our principle bonus opportunities remain primarily targeted to the senior and executive level roles, and this means they are currently received in greater numbers by males (40%) than women (35%). If we review these bonus schemes separately to other types of incentives and discretionary bonus amounts, the mean bonus pay gap reduces to 16.98% and the median bonus pay gap reduces to 15.41%.

How is iPSL Tackling its Gender Pay Gap?

Since we initially reported our Gender Pay Gap in 2017, iPSL has continued on its journey to world class and in August 2019, we reached 100% in our image clearing processes, a significant milestone in our company history. As we have progressed through this transformation, we have already started to reshape how we are organised, how we need our workforce to be set up, and determine what changes we need to our toolset to facilitate our future evolution.

During 2019, we have already made fantastic progress across a number of areas within our reward framework, extending our benefits offering to all employees and implementing a new grading and pay structure. We are confident that this new model maintains a working environment that is comparable with external benchmarking and allows all our employees to be paid equitably, based on their performance and contribution, regardless of gender.

We have also redesigned our bonus frameworks to acknowledge the delivery of personal and business objectives, with a greater emphasis on the former to allow us to reward higher performing employees more effectively.

As we implement our target operating model we will continue to review our internal talent, building on our succession plans and career paths to facilitate opportunities for females to progress into senior roles across the organisation and balancing the genders within our upper quartiles.

We are making progress in addressing the gender pay gap challenge, however we acknowledge there is still work to be done.

I confirm that the data reported is accurate.

Royston Hoggarth, Chief Executive Officer