

**Bromford.**

# Gender pay gap report

April 2018



Here at Merlin we know that if we want to continue to attract and retain the very best talent we need to reward colleagues in a way that is attractive, transparent, easy to understand and fair.

**Equal pay...** is men and women being paid the same for the same work



## The gender pay gap...

is the difference between the average hourly earnings for all men and the average hourly earnings for all women

### The UK gender pay gap



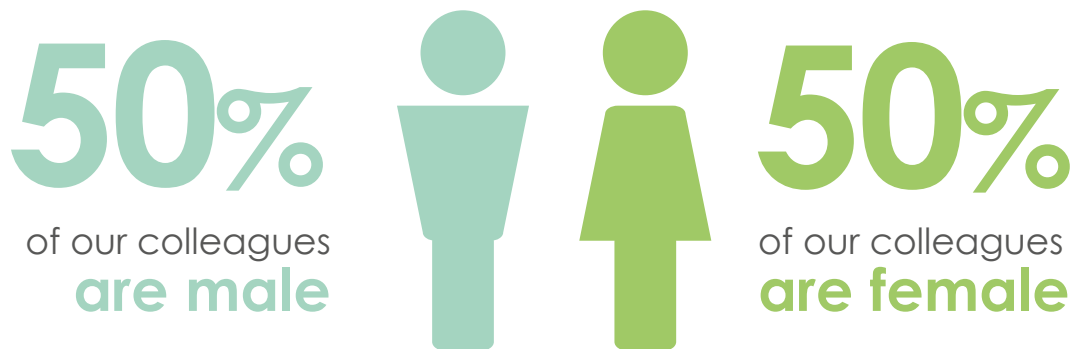
Nationally, when comparing average hourly rates, women earn 82p for every £1 that men earn.\*

\*Office for National Statistics, Annual Survey of Hours and Earnings (ASHE), October 2018, provisional

One of the reasons for the UK gender pay gap is more women work in part-time roles which are lower paid (average hourly rate of £9.36 compared to £14.31 for full time roles).

# Here at Merlin

## Our gender pay gap...



Here we set out more detail of our gender pay gap and bonus pay gap along with the number of male and female colleagues in each quartile of our pay ranges.

## Hourly rates of pay

By law, we are required to publish data regarding our mean and median gender pay gap information for full-pay relevant employees. The mean is our average pay. This is calculated by adding up all hourly rates and dividing by the number of colleagues. The median is the middle figure when the hourly rates of all colleagues are listed from lowest to highest.

Our **mean** gender pay gap is

**16.9%**

206  
colleagues  
£17.29  
mean hourly rate




195  
colleagues  
£14.37  
mean hourly rate




Our **median** gender pay gap is

**9.6%**

206  
colleagues  
£14.17  
median hourly rate



195  
colleagues  
£12.81  
median hourly rate



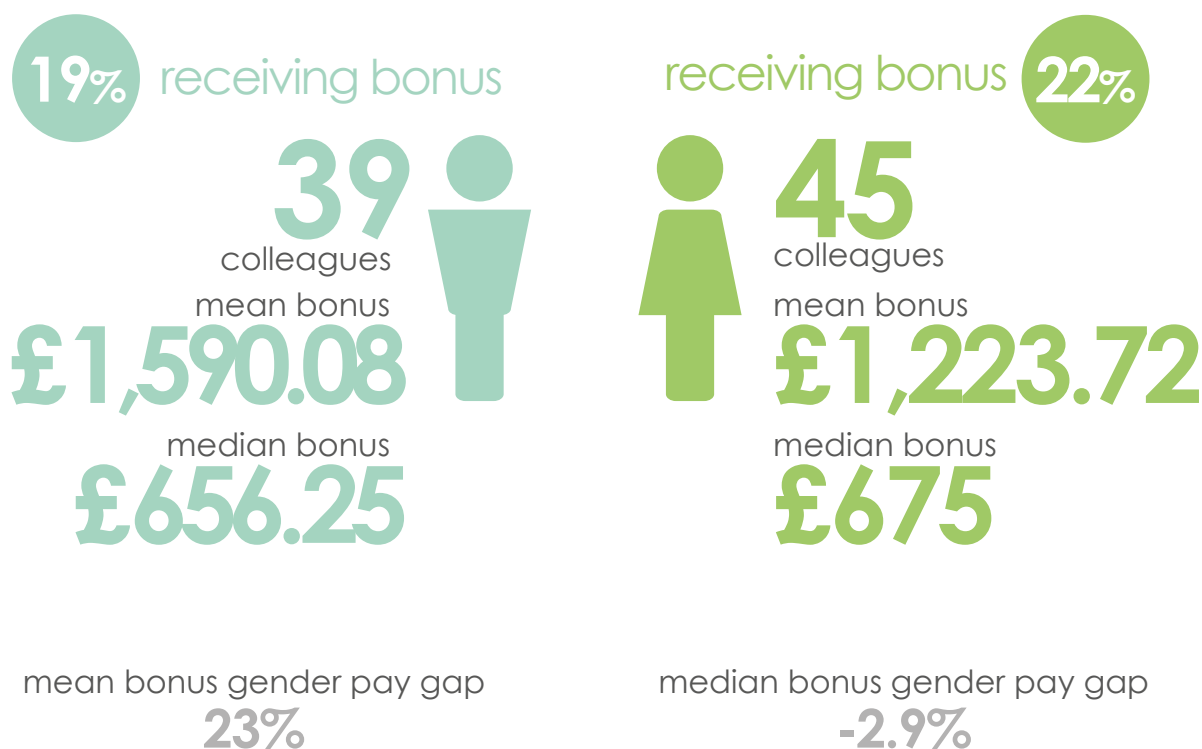
# Pay bands

Below is the summary split of where men and women sit in terms of the **quartile pay bands**. We listed the rate per hour of every colleague – from the lowest to the highest – and split the list into four equal parts to give us our quartiles.



The above table shows that there is a higher proportion of women in the lower two quartiles, whereas the upper quartiles have a higher proportion of men.

# Our bonus gender pay gap



The Performance Award Scheme was introduced in April 2016. All colleagues participating in the scheme are eligible for an annual non-consolidated bonus payment, driven by a series of gateway, organisation, team and individual targets. For the 2016/17 period, to which this analysis relates, the maximum bonus available was 7.5% of base salary. The Executive population had access to a comparable scheme. Bonus data also includes recall and service bonuses, available to heating engineers.

## More about our data

- Pay data comes from our April 2018 payroll.
- Bonus data is based on bonus payments for the 12 months previous to 05 April 2018.
- The average Performance Award Scheme payment was £1,408.77.
- The average recall and service bonuses were £755.31 and £288.51 respectively.

## More about Merlin and our gender pay gap

**Merlin's approach to valuing equality and diversity supports our core purpose of inspiring people to be their best.**

Our colleagues are really important to us. We know that we need to pay a competitive market rate for all roles, whilst also considering the skills and experience that our people bring.

Our pay is based on our value for money strategy and on a market rate.

We work with all our colleagues to ensure that everyone has the opportunity to achieve their full potential.

**Learning and development:** We support all our colleagues from the get-go with remote access to our learning platform MyPal in order to equip them to succeed from day one. We encourage all our colleagues to have regular one-to-ones and to have a personal development plan in place. We also have an enviable array of online learning materials available remotely – ranging from five minute assessments to comprehensive leadership development modules; developed by Ashridge Business School. We also have an established leadership programme.

**Recruiting to close the gap:** We recognise that to be truly successful and prosperous we need to attract and recruit people from diverse backgrounds. This extends wider than gender for us, across age, disability, LGBT, race, faith and religion. Through our truly inclusive recruitment practices, which are fair and transparent, we ensure we select the most talented individuals. We then empower our colleagues to be the best that they can be.

**Flexibility:** We are committed to providing the culture and technology that enables our colleagues to achieve a great work/life balance. Our colleagues are provided with the technology they need to enable home and agile working, along with 'flexing' hours to attend important events outside of work and juggle caring responsibilities.

**We recognise that there will be challenges to reducing the gender pay gap in the future, particularly as we continue to grow. This is an area we will continue to focus on.**

**I confirm the data reported is accurate and has been collated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.**

**Robert Nettleton**  
Chief Executive