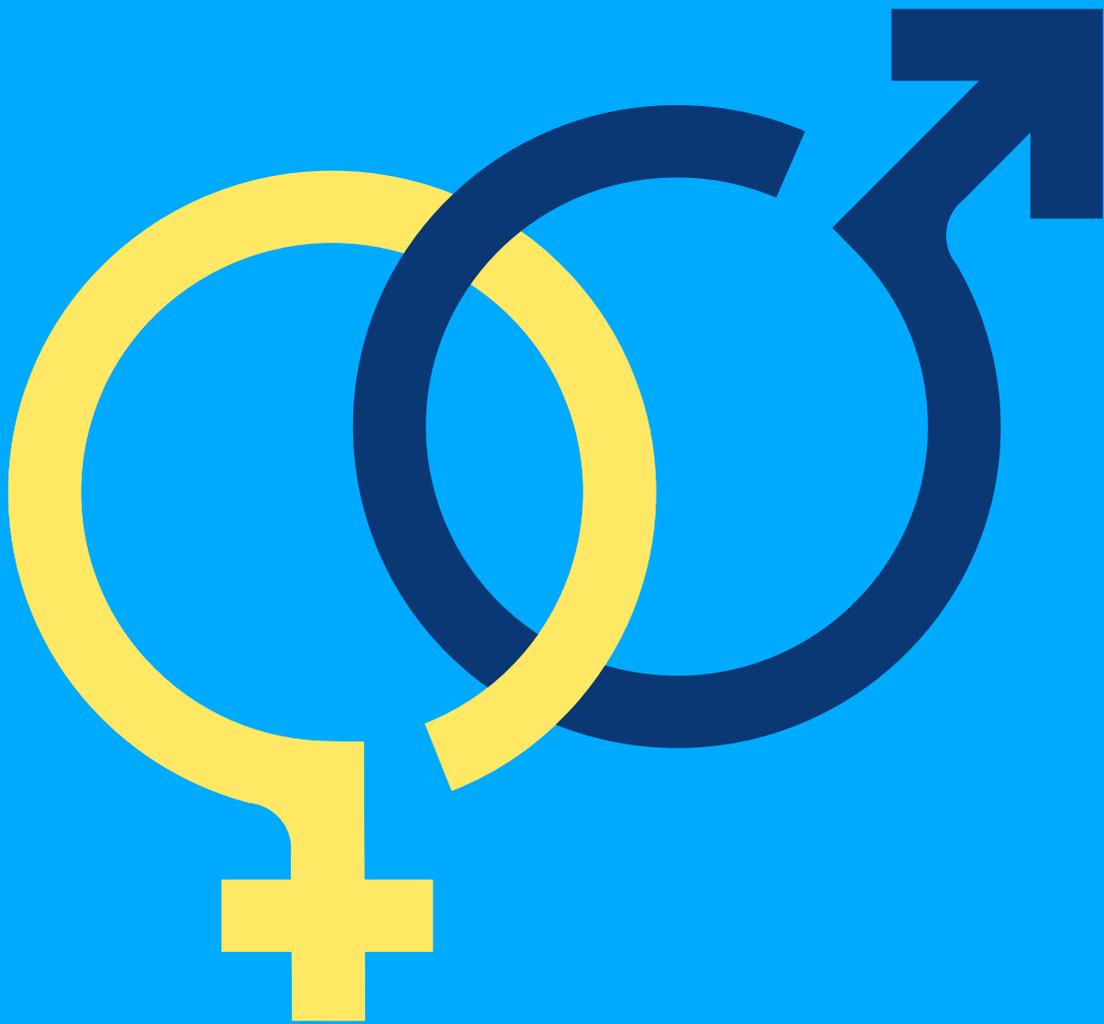


Newable

Gender Pay Gap Report

2021



Background

UK companies with a headcount of 250 employees need to publish their annual gender pay gap report each year by 5 April.

All of the gender pay information in this report relates to Newable Ltd and does not include other companies within the Group such as NewFlex, Officio, Synergy, Winning Pitch and Newable Capital businesses. We plan to include these other Group companies in future years as we develop their reporting capabilities further, and potentially bring them on to the Cintra system.

Newable Limited's staff headcount as an individual company currently does not meet the 250 headcount threshold; however, as we did for the past three years, we want to be transparent and report on our Gender Pay Gap as part of our on-going commitment to the principles of diversity, inclusion and equality of opportunity.

The report that follows shows the difference between the average earnings of men and women, expressed relative to men's earnings. There are six different measures to report on, based on a snapshot of pay data on a set date (5 April) set out by the Government Equalities office:

- Median gender pay gap – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- Mean gender pay gap – the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- Median bonus gap – the difference between the median bonus pay paid to male employees and that paid to female relevant employees
- Mean bonus gap – the difference between the mean bonus pay paid to male employees and that paid to female relevant employees
- Bonus proportions – the proportions of male and female relevant employees who were paid bonus pay during the relevant period
- Quartile pay bands – the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

Calculating the mean: If we add together all the hourly pay rates that women earn, divided by the number of women in Newable Ltd, and then compare that with the same calculation for men, we get the mean gender pay gap.

Calculating the median: If we rank all of our people by their hourly pay rate, and then compare what the woman in the middle of the female pay range received with what the man in the middle of the male pay range received, we get the median gender pay gap.

Headlines about the Gender Pay Gap tend to focus on the median figure as it dampens the impact of extremes and therefore is thought to be the most representative measure for gender pay gap reporting; however, it is important to report all of these measures as each one tells you something different about the underlying causes of the gender pay gap. For example if there is a big difference between the mean and median pay gap, this indicates the dataset is skewed by a group of very high earners (making the mean bigger than the median) or vice versa. Taking a snapshot of this data on a set date gives a level playing field for all organisations; although this can also hide the fluidity of gender pay gaps which can fluctuate from month to month and across pay quartiles depending on changes to our headcount.

The report

The following Gender Pay Gap Report provides a snapshot as at 5 April 2021.

Gender Hourly Rate Gap by Hourly Rate

Table 1

	Men	Women	Percentage difference
Mean	£37.02	£24.78	33.06%
Median	£25.64	£24.14	5.85%

Gender Bonus Gap

Table 2

	Men	Woman	Percentage difference
Mean	£21,110.39	£11,256.83	46.68%
Median	£5,894.50	£5,141.00	12.78%

Bonus Proportions

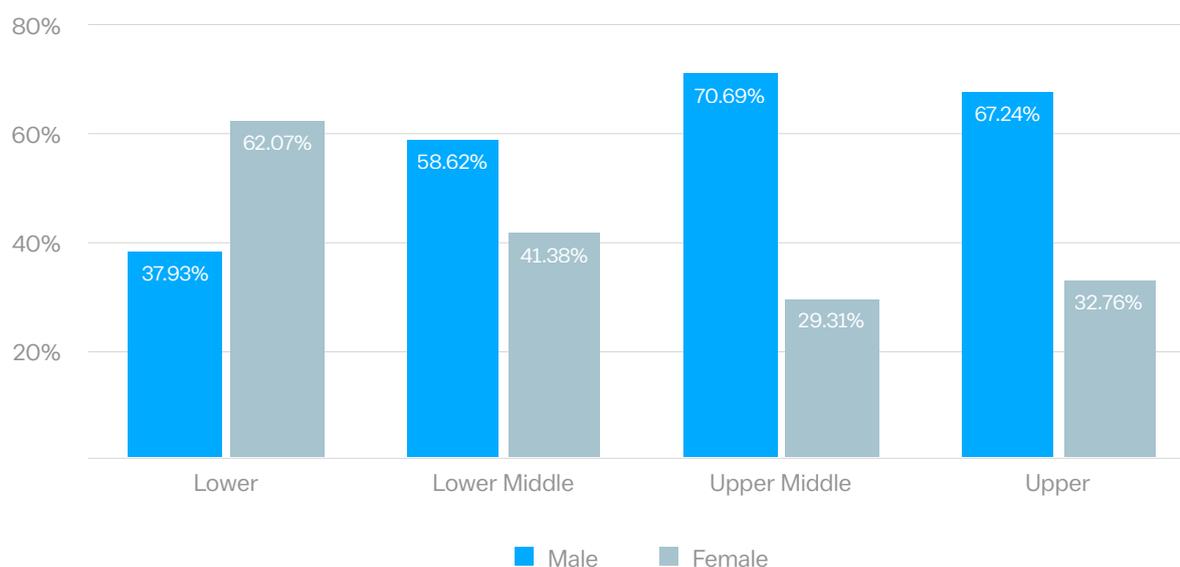
Table 2

	Men	Woman
Number receiving bonus	88 out of 136	69 out of 96
Proportion receiving bonus	64.71%	71.88%

Proportion of men and women per pay quartile

Figure 1

Gender	Lower (43)	Lower Middle (43)	Upper Middle (44)	Upper (44)	Headcount
Men	22 37.93%	34 58.62%	41 70.69%	39 70.69%	136
Women	36 62.07%	24 41.38%	17 29.31%	19 29.31%	96



NB: All figures calculated in this report are on the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Why do we have a gender pay gap?

Legally, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

Newable is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying individuals equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, we:

- carry out regular pay and benefit reviews;
- evaluate job roles and pay grades as necessary to ensure a fair structure.

We are therefore confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work; rather, our gender pay gap is the result of the types of roles in which men and women work and the salaries that these roles attract.

Statistics show that across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of organisations. Men are also more likely to be in technical and IT-related roles, which tend to attract higher rates of pay than other roles at similar levels of seniority. Women are also more likely to have had career breaks to care for family members, which has affected their career progression. In addition, women are more likely to work part-time, and many of the available part-time jobs across the UK are relatively low paid.

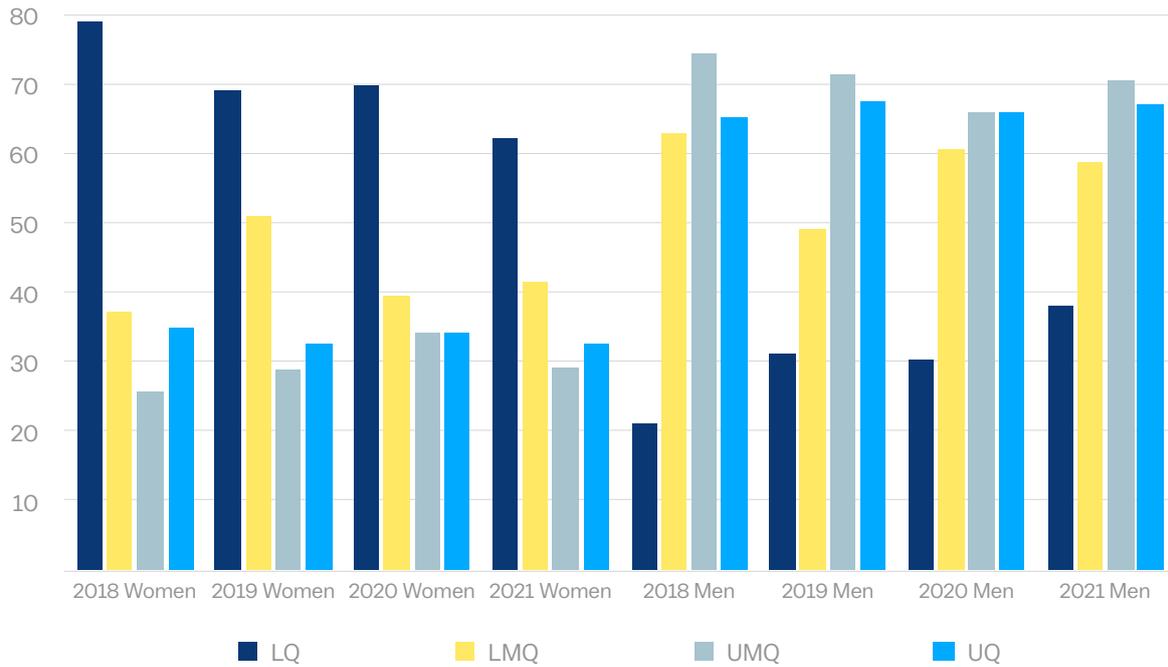
A similar pattern exists in the make-up of Newable's employees as women hold the majority of administrative roles whereas men hold the majority of line manager and senior manager positions.

This can be seen in **Figure 1** of the gender pay quartiles graph where Newable's employees are divided into four equal-sized groups based on hourly pay rates, with lowest-paid 25% of employees (the lower quartile) to the highest-paid 25% (the upper quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each quartile.

Figure 2 below shows Newable's gender pay gap quartiles comparison for the last four years; you will see the percentage of men in the lowest paid quartile has increased year on year from 20.93% in 2018 to 37.93% in 2021, thus reducing the percentage of women based in this lowest pay quartile during the same period. The upper-middle and upper quartiles have seen little movement in proportion rates between men and women

Gender pay gap quartiles comparison for the last four years

Figure 2



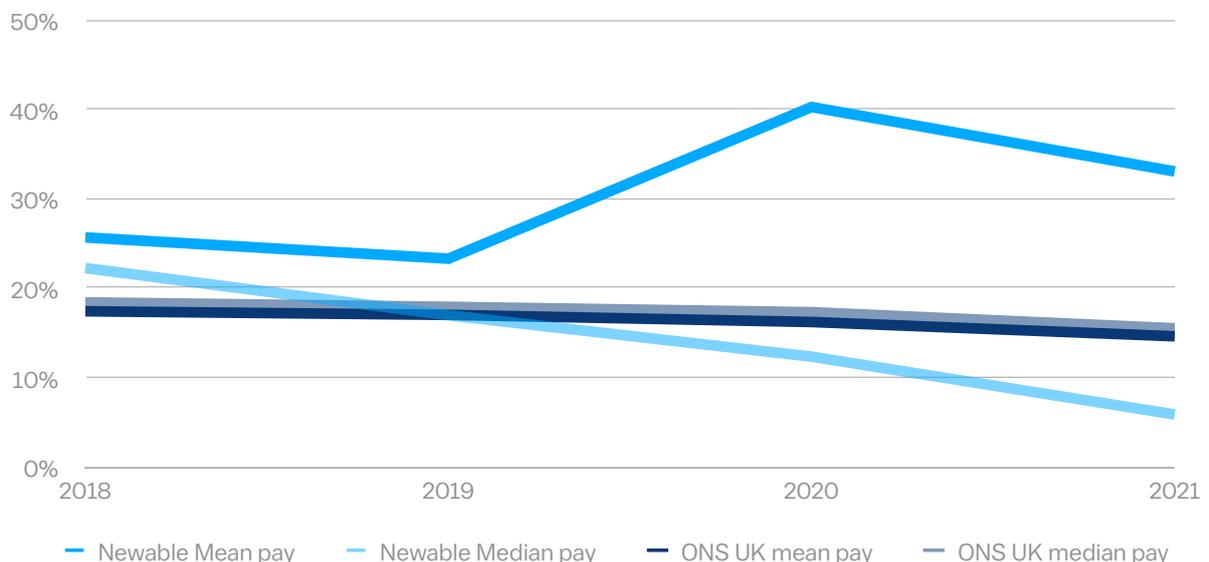
How do we compare to other organisations?

The vast majority of companies in the UK have reported a gender pay gap, and we are pleased to say that Newable's gap compares favourably or better than other organisations, including those within our industry. For example, UK companies with a headcount ≥ 250 within the financial services sector (except insurance and pension funding) report a mean gender pay gap of 28.8% and a median gender pay gap of 35.9%.

The mean gender pay gap for the whole economy (according to the November 2020 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 14.6% (16.2% previously) and the median gender pay gap is 15.5% (17.3% in 2019).

ONS UK mean and median gender pay gap comparisons for the past four years compared to Newable's mean and median gender pay gap

Figure 3



Newable in comparison to the whole economy is reporting at **Table 1** a higher mean gender pay gap figure – 33.06% - 18.46% points higher, and a lower median gender pay gap figure – 5.85% - 9.65% points lower. However, when you compare these figures to Newable’s 2020 report, both the mean and the median pay gap have reduced from the previous year; the mean by 7.21% points and the median by 6.47% points. **Figure 3** shows Newable’s median pay gap has reduced significantly from 22.24% in 2018 to 5.85% in 2021.

Table 2 shows the mean gender bonus gap for Newable is still relatively large at 46.68% compared to the median gender bonus gap of 12.78%. When you compare these figures to Newable’s 2020 report, both the mean and median bonus gaps have actually increased by 7.08% points and 0.67% points respectively.

Table 3 shows the proportion of men at Newable who received a bonus in the 12 months up to 5 April 2021 was 64.71% (82.4.0% in 2020, 80.81% in 2019 and 84.38% in 2018); while for women, this was 71.88% (85.71% in 2020, 80.49% in 2019 and 78.95% in 2018). It should be noted that these figures are influenced by staff joining and leaving the business during the reporting period as all staff at Newable are eligible to receive a bonus payment if the business can afford to do so. The only exception to payment is if an individual is in receipt of a disciplinary warning.

What is Newable doing to address its gender pay gap?

Newable is committed to doing everything that it can to reduce its gender pay gap. However, we recognise that our scope to act in some areas is limited, for example, we have no direct control over the subjects that individuals choose to study or the career choices they wish to make.

To date, the steps we have taken to promote gender diversity include the following:

- **Flexible working policy:** this allows staff in all areas and levels of Newable to put forward a business case for flexible working regardless of their role and level of seniority, and that flexible working need not be limited to part-time working.
- **Family friendly policy:** we introduced in August 2015 an enhanced shared parental leave and adoption leave to our existing family friendly policy to promote equality and inclusiveness to all parents.
- **Diversity and inclusion recruitment policy:** which has been in place since 2014 to eliminate unconscious bias in the selection of candidates by ensuring personal details are removed from the application process.
- **Track female potential:** at all levels of the organisation to see how female staff progress in their career versus male colleagues. For example tracking how female apprentices progress within Newable after qualifying.
- **Track female candidate success rates:** regularly reporting on the success rate of female versus male candidates who apply for positions at Newable both externally and internally.
- **‘The Rooney Rule’:** to ensure there is at least one BAME and female candidate to interview for any external job vacancies.

Newable continues to create an evidence base to identify any barriers to gender equality and to inform future priorities for action. We can report on the following:

- **the proportion of men and women applying for jobs and being recruited:**
 - 2018 – 46.8% of women applied for jobs compared to 51.5% of men; the success rate for women was 46.6% compared to 53.4% for men.
 - 2019 – 29.4% of women applied for jobs compared to 70.6% of men; the success rate for women was 44.4% compared to 55.6% for men.
 - 2020 – 47.4% of women applied for jobs compared to 52.6% of men; the success rate for women was 36.1% compared to 63.9% of men.

- **the proportion of men and women applying for and obtaining promotions:**
 - 2018 – the proportion of men securing promotions was 44% compared to 56% of women.
 - 2019 – the proportion of men securing promotions was 75% compared to 25% of women.
 - 2020 - the proportion of men securing promotions was 55% compared to 45% of women.

- **the proportion of men and women leaving Newable:**
 - 2018 – 56% men and 44% women
 - 2019 – 54% men and 46% women
 - 2020 - 56% men and 44% women

- **the take-up of flexible working arrangements by gender and level within Newable:**
 - 2019 – seven flexible working arrangements agreed of which four were women and three were men. 71% of these were for administrative roles.
 - 2020 – four flexible working arrangements agreed of which three were men and one was a woman. 50% of these were for manager level roles.

- **the proportion of men and women who return to their original job after a period of maternity or other parental leave:**
 - 2018 – 66% of women who went on maternity leave during 2018 returned to Newable and to their original job role.
 - 2019 - 100% of women who went on maternity leave during 2019 returned to Newable; 66% of those returned to the same role and 33% returned to a new role.

- **the proportion of men and women still employed a year on from a return to work after a period of maternity or other parental leave.**
 - 50% of the women who went on maternity in 2018 are still in employed one year on.
 - 100% of the women who went on maternity in 2019 are still in employed one year on.

None of the above initiatives will, of itself, remove the gender pay gap – and it may be several years before some have any impact at all. In the meantime, Newable is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

Newable also recognises, that for all employees, working habits and conditions are expected to change post pandemic. As we work through these changes, and implement new policies, we will need to continue to always bear in mind the objective of further reducing the gender pay gap.

April 2021

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