



Gender Pay Gap Reporting 2021: Cereform Limited

Our business is built on a foundation of great people, working together to collectively meet the challenges we face. We care passionately that all our people can bring their whole selves to work, can thrive and realise their potential. A key ingredient is cultivating an inclusive work environment that enables, and encourages, individuality and recognises capability and contribution equally for all.

We know that diversity brings a richness of contribution, leading to more powerful business outcomes. In celebrating and encouraging our individuality and uniqueness, we absolutely believe we strengthen our collective.

Our people processes and ways of working have been developed, and continue to evolve, to support our unwavering commitment to equality of opportunity for all.

One dataset available is the Gender Pay Gap, which is set out below. It is important to 'look behind' data to understand the causes and dynamics involved, which can help to bring about positive change. Gender Pay Gap is one example of data analytics, and we are looking at data in respect of a range of characteristics to help us ensure our commitments to inclusivity.

Our data (2020):

Pay	Mean *	Median **
Gender Pay Gap	11.5%	4.2%

* The mean pay gap is the difference between average hourly earnings of men and women.

**The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes each person's pay and lines them up in order from lowest to highest and compares the pay at the midpoint.

% of employees in each pay quartile	Male	Female
Upper Quartile	78.5%	21.5%
Upper middle Quartile	79.7%	20.3%
Lower middle Quartile	84.6%	15.4%
Lower Quartile	65.6%	34.4%

Bonus	Mean	Median
Gender Bonus Gap	53.9%	44.9%

Bonus	Male	Female
% of employees in receipt of a bonus	20.1%	18.6%

Understanding Our Results

Our Median Gender Pay Gap, at only 4.2% shows good levels of parity between genders at the median. It is worth noting that our mean pay gap of 11.5% is disproportionately impacted by the fact that the Cereform Senior Team is predominantly comprised of males, which has an impact on our bonus data.

Particularly pleasing is the overall positive trend over the past five years in our median gender pay gap:

Median 2021	4.2%
Median 2020	3.2%
Median 2019:	1.3%
Median 2018:	3.3%
Median 2017:	8.8%

Joiners and leavers impact our data as the size of our workforce means that changes at an individual level amongst a small number of colleagues can have a relatively large impact. We remain confident that we have well established processes, and our remuneration approach is enabled and impacted by:

- An established Remuneration Committee and associated governance to approve any pay changes, ensuring that consistent, objective and market-based pay decisions are made;
- Utilising 3rd party benchmarking data and job evaluation methodologies;
- Recruitment and promotion using objective, competency-based recruitment processes and externally sourced aptitude assessments;
- The fact that we have a higher proportion of males in senior roles;
- The fact that we have, across our population, a significantly higher proportion of males at all levels of the business.

Our gender bonus gap is 44.9% at the median (53.9% at the mean), and demonstrates that there is a difference between men and women in this area, primarily due to having a higher proportion of males in senior and commercial roles which are roles with a greater bonus earning potential.

Did You Know?

Our commitment to an inclusive culture is unwavering, and several initiatives are underway, including:

- Collating and analysing demographic data to understand our employee population;
- Challenging recruiters to provide a diverse shortlist of credible candidates for roles;
- Reviewing policies and people processes to ensure they are aligned to an inclusive environment;
- Making reasonable adjustments to support employees with characteristics that may be challenging or protected;
- Raising awareness of mental health issues, within a broader Health & Wellbeing framework, as we seek to foster an inclusive environment for those with differences of the mind as well as physical differences.

We confirm the data and information in this report is accurate as of 5th April 2020 and is in line with the requirements of the Gender Pay reporting regulation

Remuneration Committee:

Andrew Pollard
Managing Director

Jason Vaghela
HR Director

Ian Smith
Finance & IT Director