



# GENDER PAY GAP REPORT 2018



Grainger and Worrall Limited has a diverse workforce. We are committed to creating a working environment in which every employee has the skills they need to carry out their job effectively and safely and to help them to achieve their full potential, and in which all decisions are based on merit.

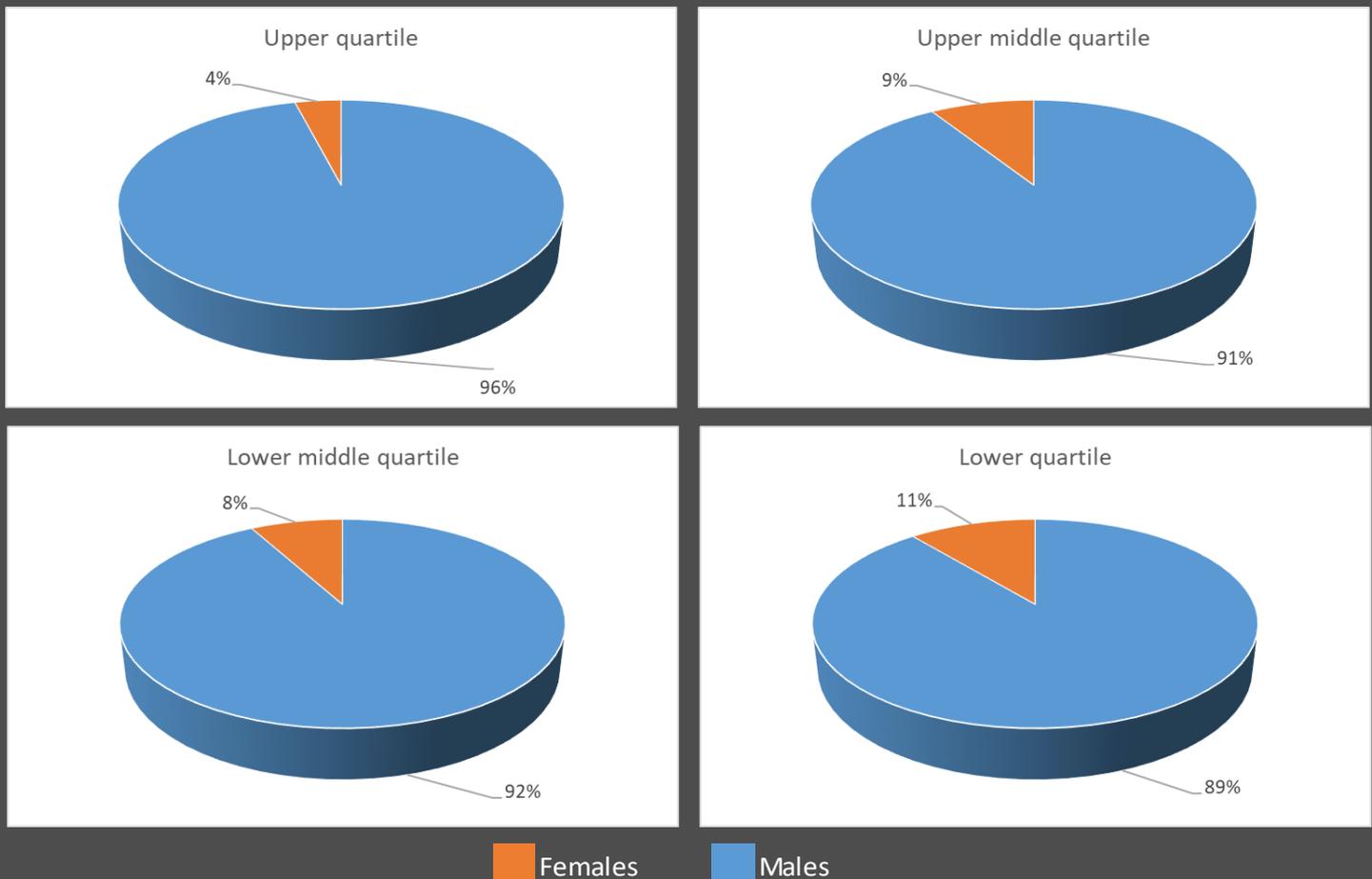
Grainger and Worrall Limited is required by the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 to publish statutory calculations every year showing how large our pay gap is between our male and female employees.

### Grainger and Worrall Limited's Gender Pay Gap in 2018

	Gender Pay Gap (%)	Gender Bonus Gap (%)
Median	10.5	0
Mean	11.5	71.6

Office for National Statistics UK Average Gender Pay Gap is 17.9%

### Proportion of males & females in each pay quartile



## Proportion of males & females receiving a bonus payment



## What our data shows us

We have concluded that our 2018 gender pay gap arises from the following primary factors:

- The engineering and foundry sectors are under-represented by women across the UK and these two sectors combined form the majority of our workforce. The primary cause of this is occupational segregation - the inequality in the distribution of women and men across different occupational categories which often commences in their educational choices.
- The hourly pay rates used to calculate average pay include basic pay, shift allowances and call-out payments. Analysis of the number of women in our foundry shows that the majority work on the dayshift for which there is no shift allowance paid, whereas the majority of employees who work on shifts that attract a shift allowance are male. Consequently, this has affected both the median and mean gender pay gaps adversely.
- There are relatively few females in senior leadership roles
- All employees that were employed in December 2017 received an End-of-Year bonus; save that those employed for less than 6 months at the time the bonus was paid received a payment of 50% value compared to those with over 6 months service. The figure for proportion of men and women receiving a bonus does not show 100% as there were new starters to the Company between January and April 2018.
- In addition, some performance related bonuses are offered to Directors and Managers within the Company against specific targets. The median bonus gap of 0% is reflective of the majority of employees receiving only the End of Year Bonus; the mean bonus gap is influenced by an under-representation of females in the upper pay quartile, who are in receipt of the highest value bonuses

## Understanding the gender pay gap compared to last year

- Grainger and Worrall Limited enjoys relatively low employee turnover resulting in limited opportunity to recruit women into higher earning roles.
- We awarded a cost of living increase to all employees from 1<sup>st</sup> January 2018. Although the same percentage increase was awarded to all employees, as there is a larger number of male employees than female employees in technical, engineering, management and Director roles, this further compounded our Gender Pay Gap in comparison with 2017.
- We have a strong ethos of offering opportunity to progress within the Company once a candidate is employed. We therefore expect our gender pay gap to reduce but anticipate

that this will be a long-term rather than short-term achievement. During the period from the 2017 Gender Pay Gap Report to the 2018 Report, we awarded pay increases as a consequence of progression or promotion to 25% of male employees and to 28% of female employees. As our workforce is predominantly male, this has impacted negatively our Gender Pay Gap.

- Gender Pay Gap reporting is distinct from equal pay, which relates to what women & men are paid for performing equal work. Grainger and Worrall Limited is confident that its gender pay gap is not related to an equal pay issue.

## **How we are tackling our gender pay gap**

### **Recruitment & Selection**

We are tackling occupational segregation (the inequality in the distribution of women and men across different occupational categories) at a local level by partnering with local schools and colleges, along with universities that provide engineering degrees relevant to our requirements, to promote the career opportunities in the engineering and foundry sectors as a future career for females.

We use structured interviews in the majority of recruitment undertaken and we use skill-based assessment tasks in recruitment, where possible, wherein tasks are standardised and scored objectively.

A percentage of appointments are ex-employees wishing to return to the Company, so allowing those to return who take career breaks for various reasons including for caring responsibilities.

### **Learning and Development**

We are part of a consortium of four shareholder businesses in the Marches Centre of Manufacturing and Technology which opened in 2017 and has the vision of “Inspiring Engineers for a Changing World”.

In the period between the 2017 and 2018 Gender Pay Gap Reports, we have sponsored 55 employees through management development training programmes.

All of our employees have the same access to learning and development opportunities, so ensuring women are given fair & equal opportunity to progress.

### **Retention**

Statistics show that more women than men work on a part-time basis and that retention figures can be affected by a Company’s ability to accommodate flexible working arrangements.

Our flexible working policy applies to all employees. In the last 12 months, the Company has agreed to flexible working requests for 2% of our male employees and 14% of our female employees. In this way, we endeavour to support employees with their work/ life balance.