

GENDER PAY GAP REPORT



Introduction

At Leadec, we are committed to achieving long term change to gender pay inequality in the workplace. As part of this commitment, we have published our Gender Pay report for 2021/2022. The summary below highlights the difference in earnings between male and female Leadec employees across our workforce.

Due to the nature of the industries in which we operate, we recognise that recruiting women can sometimes be a challenge. To counteract this, Leadec has undertaken a number of positive activities to encourage sustainable change.

Closing the gap

At Leadec we are committed to offering exceptional career opportunities to all of our employees. We have taken the following steps to address gender pay inequality, which include:

- Committed to progressing female employees through the ranks, but understanding that this may take some time to impact upon the median pay gap
- Structured interviews to eliminate unfair bias
- Promotion of flexible working, and working with individuals to identify the best means of achieving flexibility (i.e. job share / shared parental leave)
- Enhanced maternity pay for salaried employees
- Paid medical leave, including fertility treatment, for hourly paid employees
- Dignity at Work (Bullying and Harassment) Policy updated and communicated to all employees
- Training workshops for our management teams on Dignity at Work (Bullying and Harassment) and diversity
- Internal promotion of development opportunities
- Supportive coaching to drive change
- Updated and communicated our Equal Opportunities Policy to all employees
- Delivered equal opportunities, unconscious bias and inclusiveness training

In the coming year we will:

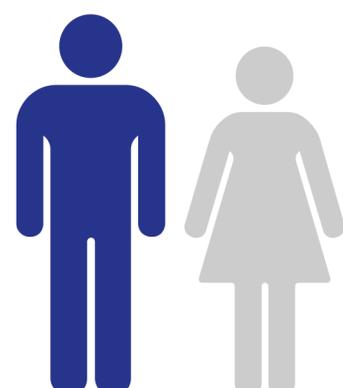
- Deliver unconscious bias refresher training workshops for our management teams
- Update our recruitment policies and procedures, to ensure we maintain an inclusive approach
- Promote benefits that may be more attractive to women such as enhanced annual leave, flexitime, the ability to purchase additional annual leave etc.
- Introduce blind short-listing, focusing on candidates' educational achievements, skills and previous work experience
- Ensure participation in Dignity at Work, Equality and Unconscious Bias workshops is a mandatory requirement of on-boarding new salaried employees
- Provide wider access to management training at different levels within the Company
- Role out Leading Edge cultural change programme, including cultural values and model behaviours

Leadec has a growing number of women in senior positions who play a pivotal role in mentoring employees of all genders. We also have two female board members who have developed into these positions having joined Leadec in more junior roles.

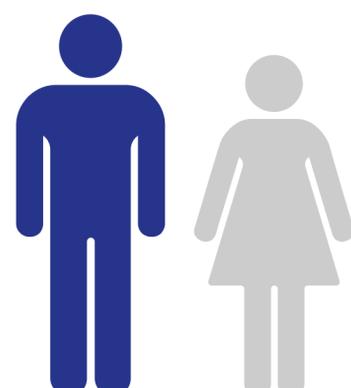
Leadec remains committed to promoting gender equality and fair, transparent processes.



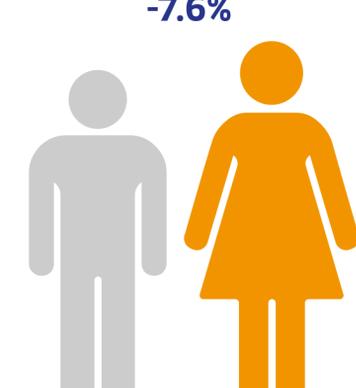
The mean gender pay gap for Leadec is **8.4%**



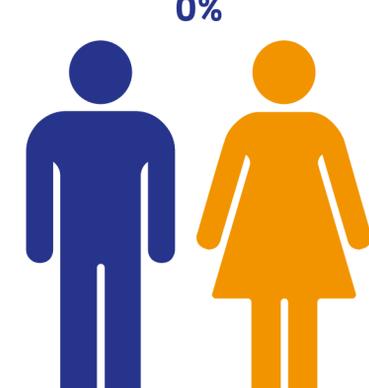
The median gender pay gap for Leadec is **10.3%**



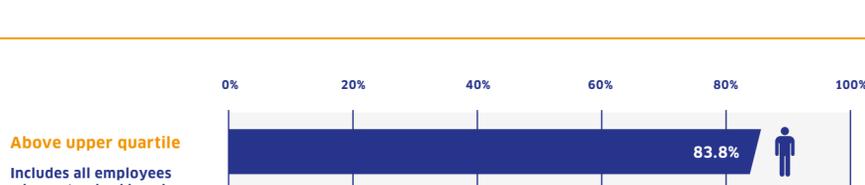
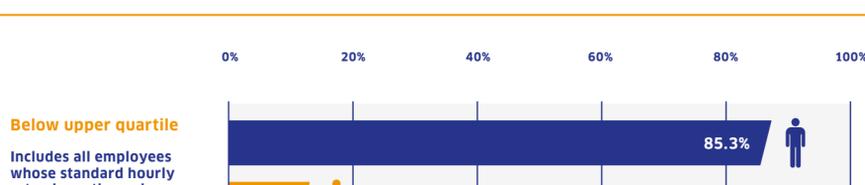
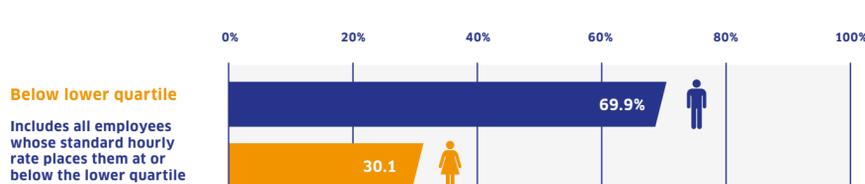
The mean gender bonus gap for Leadec is **-7.6%**



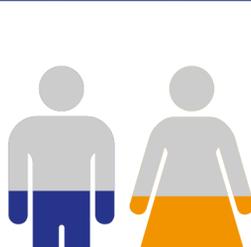
The median gender bonus gap for Leadec is **0%**



Pay Quartiles



Males with bonuses **54%**



Females with bonuses **52%**

Understanding the terminology

Mean pay gap

The mean pay gap is the difference between a company's total wage spend-per-woman and its total wage spend-per-man.

The number is calculated by taking the total wage bill for each category and dividing it by the number of men and women employed by Leadec. The mean pay gap is expressed as a percentage.

Median pay gap

The median pay gap is the difference in pay between the middle-ranking woman and the middle-ranking man.

If you line up all the men and women working at Leadec in two separate lines in order of salary, the median pay gap will be the difference in salary between the woman in the middle of her line and the man in the middle of his. The median pay gap is expressed as a percentage.

Mean gender bonus gap

The mean bonus* gender gap is the difference between the average bonus pay of relevant female employees (taken as a single group) and the average bonus pay of relevant male employees (again taken as a single group), expressed as a percentage.

*In accordance with the Government definition of what constitutes a bonus.

Pay gap vs equal pay

The gender pay gap is not the same as unequal pay. Unequal pay is paying women less than men for the same work.

A company's pay gap can be caused by many things, for example fewer women in senior or highly-paid roles or more women in part-time jobs.

Proportion of men and women receiving a bonus

Based on a broad definition of bonus, which includes commission and other payments related to individual, group or company performance, this metric reports solely on those employees who were both eligible for a bonus payment and who received one.

Note

In line with government guidelines in respect of the Coronavirus Job Retention Scheme, furloughed employees were not included in Leadec's 2020/21 calculations relating to mean and median hourly rates of pay, and the proportion of male and female employees in each hourly pay quartile. This resulted in a lower-than-expected pay gap. As the Job Retention Scheme was not in place on the snapshot date for 2021/2022, our calculations did not consider furloughed employees and, as such, resulted in an entirely expected increase in our Gender Pay Gap. However, Leadec remains committed to continuing to work to minimise our pay gap and to the actions detailed above.

