

## Gender Pay Gap Report

This report provides an analysis of the City & Guilds Group gender pay gap as required by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, and highlights the policies and processes we have in place to deliver further improvements.

The information relates to six different areas:

- The gender difference between the mean hourly rate of pay as a %
- The gender difference between the median hourly rates of pay as a %
- The gender difference between mean bonus pay over the preceding 12 months as a %
- The gender difference between median bonus pay over the preceding 12 months as a %
- The proportion of male & female employees who received a bonus during the last 12 months
- The proportion of male and female employees in each of the four quartiles of the pay range

### Our data

- Data was captured on 5 April 2017. It represents all UK-based staff, excluding those working in The Oxford Group as it is below the reporting threshold of 250 employees.
- The City & Guilds Group is below the 18%<sup>1</sup> average gender pay gap in all categories apart from the mean bonus pay gap. This is because our three-year Long-Term Incentive Plan (LTIP) paid out to the Group CEO and other executives this year. The LTIP is a core part of the Management Board reward package which is approved by the Remuneration Committee, and only pays out if the Group's long term growth targets are met. Excluding the LTIP payment reduces the mean gender pay gap to 12.68%.

### GENDER PAY GAP



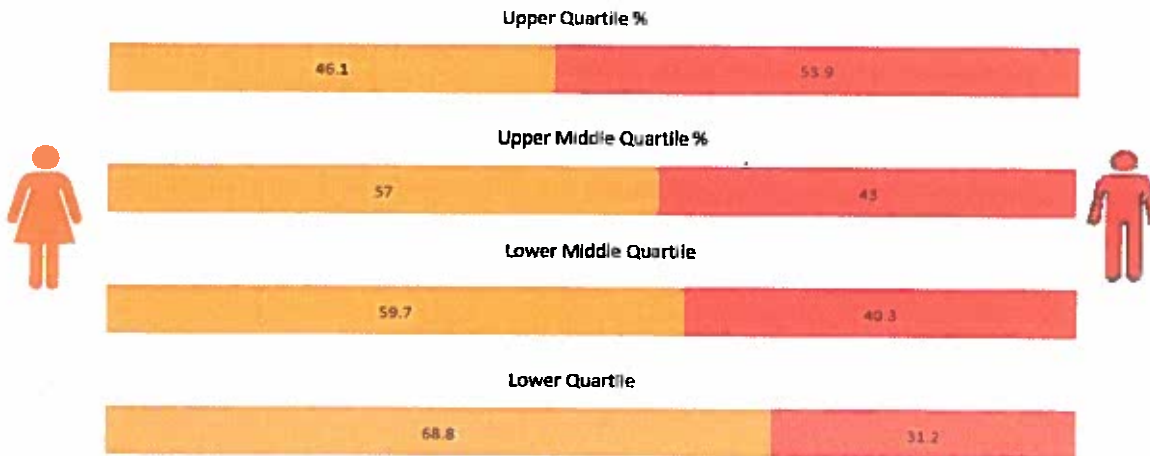
<sup>1</sup> 18% is the average gender pay gap in UK-based organisations, according to the Institute for Fiscal Studies: <https://www.ifs.org.uk/uploads/publications/bns/bn186.pdf>

**PERCENTAGE OF EMPLOYEES WHO RECEIVED BONUS**

**86%**   
Male

**85%**   
Female

**PROPORTION OF MALE AND FEMALE EMPLOYEES IN EACH PAY QUARTILE**



**What we're doing to tackle the gender pay gap**

At the City & Guilds Group, we have an ongoing focus around equality, diversity and inclusion in the workplace. As part of this, we are committed to reducing the pay gap as far as possible, through what we offer our employees at the Group.

**Family friendly policies**

A key part of our offer is making the workplace more flexible so that women can progress their careers and reward while combining work with family commitments. We have specific policies on:

- Adoption
- Flexible working
- Maternity
- Parental leave
- Paternity leave
- Shared parental leave – adoption & birth
- Time off for care of dependants
- Compassionate leave policy
- Group homeworking policy

## Learning and development initiatives

We have a range of e-learning courses aimed at increasing diversity, and encouraging more women to apply for promotion in the organisation. These include:

- Understanding Workplace Diversity
- Diversity on the Job: The Importance of Diversity and the Changing Workplace
- Diversity on the Job: Diversity and You
- Managing Diversity

The courses can be accessed from any location, including home or the workplace.

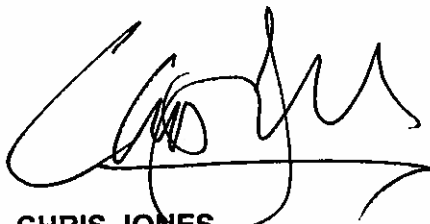
## Our ongoing commitment to equality, diversity & inclusion

We have a clear strategy and principles to support our commitment to Equality, Diversity & Inclusion (EDI) in the workplace. We support all our people to fulfil their potential by:

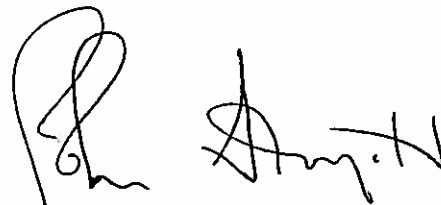
- Removing barriers that prevent women accessing job opportunities
- Providing development opportunities for all employees
- Encouraging and enabling diversity to thrive
- We are running a survey to seek staff views on how inclusive they feel the City & Guilds Group is as a place to work and will be developing a plan to address key findings during 2018

## Concluding comments

We are committed to reducing our gender pay gap and will continue to seek policies and practices that ensure women are encouraged and supported to gain the skills needed to apply for new opportunities and promotions. We are keen to increase the number of women in the most senior roles; we have already made progress but there is still work to do. We will be continuing to ensure that our organisation is seen by women as a good place to work where they can fully achieve their potential. We will continue to promote opportunities for flexible working, shared parental leave and career breaks, alongside developing the leadership and management skills of our staff with particular focus on career development and management training in this area. We look forward to presenting next year's figures and anticipate a reduction in the gender pay gap.



**CHRIS JONES**  
Group CEO



**SIR JOHN ARMITT**  
Chairman

**27 March 2018**