

Clays Limited 2017 Gender Pay Gap Report

Clays Limited (“Clays”) is an organisation which is required by law to publish an annual gender pay gap report.

This is its report for the snapshot date of **5th April 2017**. This report is to be published online by 4th April 2018.

The metrics that are necessary to report on under the rules on gender pay gap are as follows:

- The difference in mean pay of full-pay men and women, expressed as a percentage;
- The difference in the median pay of full-pay men and women, expressed as a percentage;
- The difference in mean bonus pay of men and women, expressed as a percentage;
- The difference in median bonus pay of men and women, expressed as a percentage;
- The proportion of men and women who received bonus pay; and
- The proportion of full-pay men and women in each of four quartile pay bands.

The Calculations

The figures set out below have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Our calculations included 110 female “full pay relevant” employees and 593 men, full and part time. Full pay relevant employees are those who received their standard wage payment for the snapshot date (the month of April 2017). Any employee who did not receive their full pay for any reason (for example, through being on parental leave, sick leave etc.) would not have been included in the calculations with the exception of the bonus pay gap calculations whereby all employees were included.

Mean and median calculations

In order to calculate the gender pay gap, the hourly rate of all employees first needed to be calculated. Elements included in this were basic salary payments. Items that needed to be deducted from total monthly payments were any salary sacrifice items (e.g. childcare vouchers and pension).

Once all relevant employees’ hourly pay rates had been calculated, they were split into females and males and the mean average pay rate was calculated.

In order to work out the mean gender pay gap, the female mean average hourly rate was subtracted from the male hourly rate, the result was then divided by the male hourly average rate and expressed as a percentage.

To calculate the median gender pay gap, all female and male employees were listed in separate lists in order of hourly pay rate, high to low. To calculate the median gender pay gap, the female median pay rate was subtracted from the median male pay rate, divided by the male pay rate and then multiplied by 100.

Mean and median bonus pay gap calculations

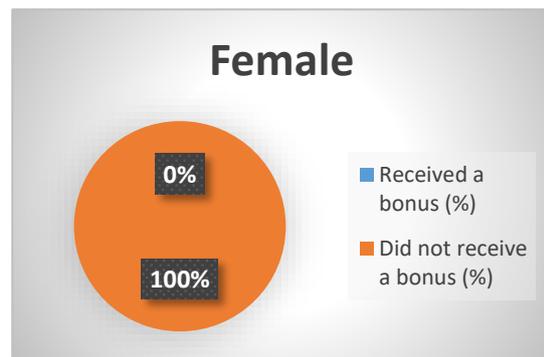
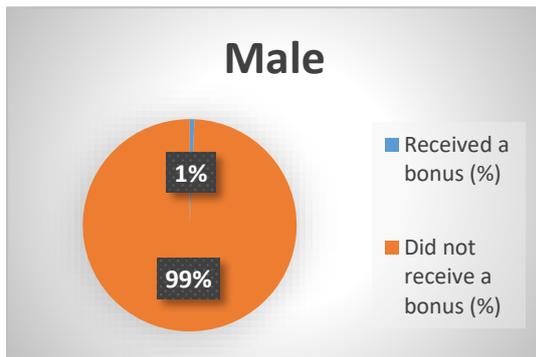
Bonus payments are rare in our business and, during the period covered by this report, were only allocated to five employees in factory based roles. Clays will rarely issue any bonus payments therefore this figure will always be very low in general irrespective of the gender. Over time, we would expect there to be more females in factory roles.

The Results - Pay & Bonus Gap

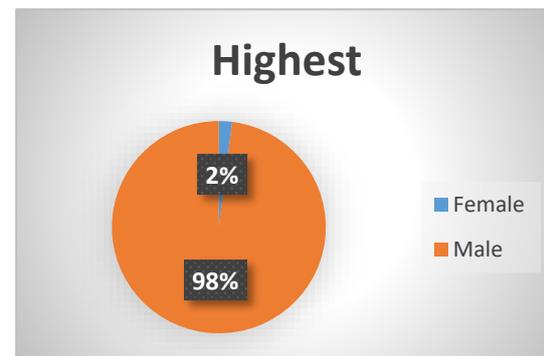
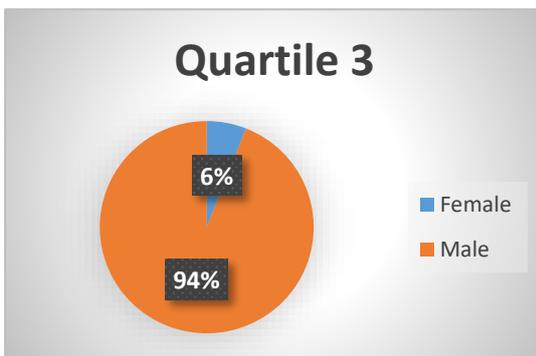
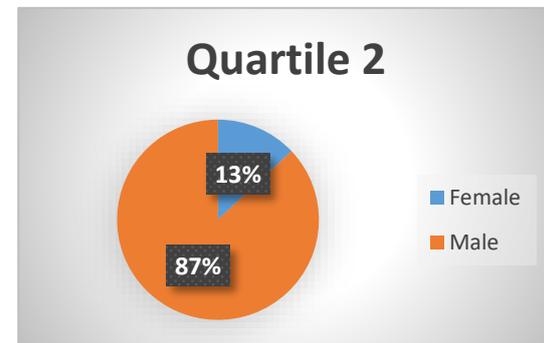
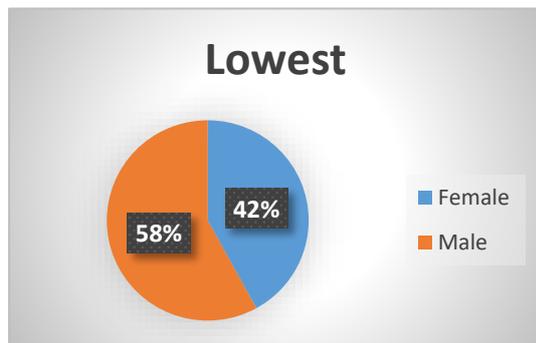
Difference between men and women		
	Mean	Median
Hourly fixed pay	24.03%	36.73%
Bonus paid	100%	100%

The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (i.e. 5th April 2017). It also captures the mean and median difference between bonuses paid to men and women at Clays in the year up to 5th April 2017, i.e. for the 2016 performance year. As noted above, only five employees received a bonus and no bonus exceeded £5k.

Proportion of colleagues awarded a bonus for 2016



Pay Quartiles



The rules for gender pay gap reporting also require organisations to separate their employees into four pay brackets, from lowest paid to highest paid. To do this, all employees were put into order according to their hourly rate of pay and the list was then segregated into four equal segments.

What are the underlying causes of Clays gender pay gap?

By law, 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

Clays is committed to the principle of equal opportunities and equal treatment for all employees regardless of sex, race, religion/belief, age, marriage/ civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. Clays is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather, its gender pay gap is the result of the respective roles in which men and women work within the organisation and the salary that these roles attract in the market place.

Clays is fully committed to ensuring that positive action is taken to reduce its gender pay gap. However, it should be noted that Clays is a long-established business in the print industry that has in the past been traditionally staffed by predominantly males. Staff turnover is low and, although many more females are now being attracted into the industry, our factory workforce is still predominantly male.

Across the UK economy as a whole currently, proportionally more men work in technical and IT-related roles, which may attract relatively higher rates of pay. This is somewhat reflected in the makeup of Clays' work force. Whilst it is evident that a number of female employees have risen through the ranks to positions that command high salaries, there is a large portion (42%) of female employees in the lower paid quartile. Roles within this quartile tend to be administrative or business support positions which attract lower salaries.

Clays' recruitment process is fair and consistent and based on skills and experience required for the role therefore the best suited candidate will be offered the role regardless of what gender they are. All employees will comply with the Clays equal opportunity policy.

What is Clays doing to address its gender pay gap?

Clays will ensure that all employees are aware of their rights with regards to flexible working through the employee handbook and company policies. The HR department will also ensure that all employees on parental leave are aware of the options available to help support them in their return to work.

Clays has committed to review the selection process within its recruitment practices to ensure that no gender discrimination takes place throughout. Furthermore, the HR Department will be monitoring the salary banding for each role within the business to ensure a set salary banding is set for every role ensuring that employees' salaries are in line with the correct salary banding for their role which will depend on experience and skills.

We want a diverse and gender balanced workforce which reflects the customers and communities we serve and ensures our people can be their best selves at work. We are committed to addressing gender representation and supporting women in the workplace. We will continue to monitor this and work on reducing the gender pay gap.

Paul Hulley, Managing Director

