

Gender Pay Report

December 2023



1 Definitions

This report details the gender pay gap at Waterstons Limited, and the actions which we intend to take to address this gap.

The gender pay gap is a measure of the percentage difference in the average hourly pay of men and women working for Waterstons.

The 'Snapshot date' refers to the date that the UK Government require Private companies to use to capture the data, which has been used in this report.

For private businesses such as ours, this is the 5th April of any year where the total headcount for eligible colleagues is 250 or more.

The reporting deadline is 4th April the following year.

There are certain regulatory calculations we are required to make including mean and median hourly pay calculations, and the same for bonuses awarded in the twelve months leading up to the snapshot date. We also must document how many males and females sit within each pay quartile.

On 5th April 2023, Waterstons had **270** eligible employees, and therefore must report on this by 4th April 2024. No bonuses were awarded at Waterstons during this pay reference period.

We opted to produce a report ahead of the requirements as we wanted to understand our current gap and ensure we had a proactive plan to address this.

In the UK, male to female representation sits at 76% male dominated in the tech industry. Of this, 77% of leaders in tech are male (according TechUK).

2 Introduction

We believe that being meaningfully diverse, equitable and inclusive means success for everyone. Diverse perspectives, combined with an inclusive culture result in, increased innovation, greater awareness, and better decision-making.

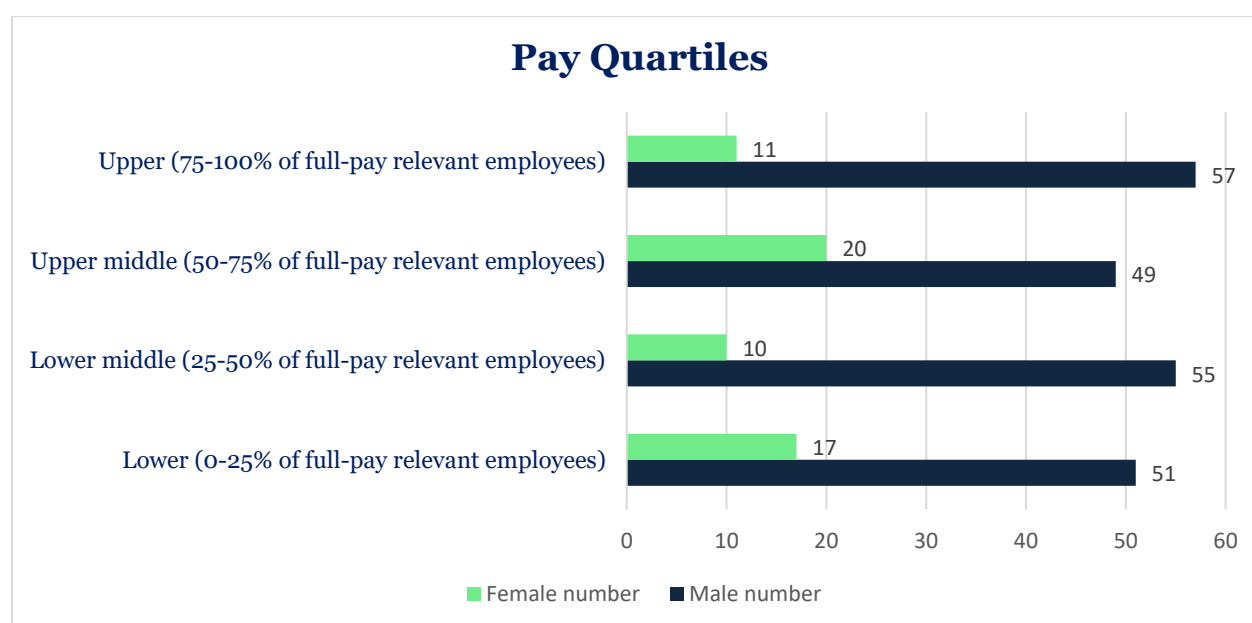
Waterstons is committed to improving representation across our business and while we are not yet required to produce a gender pay gap report, we felt this was an important action to take. We will also proactively explore producing pay gap reporting which will look at other aspects of diversity, such as ethnicity and disability, in more detail.

In addition to the work we'll undertake with regards to pay gap reporting, we have established internal employee resource groups (ERGs) who work collaboratively across our business to raise the profile of diversity, equality and inclusion, as well as this being part of our wider business strategy, and a key focus at strategic Executive Director level.

3 Headlines

Below shows the gender make up of our pay quartiles, as set out in the government guidance.

Full pay refers to allowances, and full-time equivalent salary.



Our Mean Pay Gap is 2.75%

This means that on average, the hourly rate of our male colleagues is 2.75% higher than that of female colleagues.

Our Median Pay Gap is -4.5%

This tells us that the middle value hourly rate of female colleagues is 4.5% higher than that of our male colleagues.

Pay Gap Analysis

Equal Pay is different from pay gap. It is important to note that we monitor pay at all levels of the organisation and are firmly committed to equal pay, as set out in the Equality Act (2010).

This ensures that a man or woman doing the same or a similar role is paid equally and is different from the pay gap.

Waterstons mean pay gap of 2.75% is way below the UK average, which currently sits at 14.3% in 2023 (ONS). This is a positive outcome and something which we will build upon in the coming year. Our median pay gap at -4.5% is an unusual outcome for UK businesses. This figure is less likely to be distorted by higher earners or those on the lower end of the pay scale and demonstrates that women are paid 4.5% more than males. However, the male mean result being higher shows that of our higher paid roles (which are typically leadership roles, though not exclusively,) are male dominated.

4 Actions We're Taking

We are committed to taking steps which serve to strengthen the diversity of our people and strive to achieve equity across all aspects of diversity.

We've set out some key actions for the coming year which we believe will allow us to further improve, become more intentionally actionable and effective in this objective.

We will also continue some of our successful initiatives that underpin the culture at Waterstons. This includes fostering a truly inclusive culture through empowerment of our people. Our business is founded on the basic principles of doing what is right for our people and clients.

Our people first approach is something we're passionate about and ensuring this never changes is a key focus. It forms a crucial aspect of our business strategy which we are refreshing and rolling out from November 2023, as we recognise this underpins our success.

We Will:

1. Increase the representation of women in our business.

We are a male dominated business and while we understand that this is the norm in our industry, and many others, we do not accept this as being where we want to be.

In 2024-25 we will:

- Start with recruitment; we are working with female focussed network and recruitment partners in campaigns to help to increase female interest and applicants.
- We will work with schools and education providers to help increase the interest and lower barriers of entry to tech for girls.

- Ensure our Board of Directors champion the work of our Diversity, Equality and Inclusion employee resource groups (ERGs), who represent the diversity of our business, and who lead the charge on raising awareness and collaborating with our colleagues on all aspects of diversity.
- We will review our applicant data, interview and hiring data and retention information, so we can identify who wants to work for us, who gets a job and who leaves, and why.

2. Assessing our pay and promotion decisions

We have always encouraged our managers to make pay decisions that reward the right behaviours and reflect our culture. As it stands, our data suggests this is working well in the main, however, our individual salary reviews mean reviews take place throughout the year, not once a year for all. This can inadvertently cause issues, such as reviews being late or missed, external factors such as inflation and market drivers affecting outcomes, and the impact of recent events overshadowing or having an overly positive impact on a pay decision.

In 2024-25 we will:

- Conduct an equal pay exercise to assess pay awards across our teams and will commit to making changes to our process if needed.
- Each quarter, we will review promotion decisions to assess for equity. We have decided not to introduce a process to assess in advance, as we do not want to stifle opportunity, but will keep this under review.

3. Leadership and Learning and Development

A cornerstone to empowering our people and ensuring great decision making is equipping them with the leadership tools they need and refreshing their skills regularly.

In 2024-25 we will:

- Launch our future leaders programme in 2024 to prepare the people who may take on leadership roles in the future. We will aim to have 50% of female colleagues attending in 2024, to help increase the numbers of female leaders and subject matter experts.
- Train all our leaders who are responsible for pay and progression decisions to help ensure that our leaders are focussed on rewarding for the right reasons and removing bias.
- Offer all colleagues mentoring and coaching opportunities, and through our official mentor programme, with 14 mentors, 4 of which are female mentors (October 2023 data). Going forwards, we will have a dedicated focus on mentoring our female colleagues, to encourage their development in line with male colleagues.

5 Summary

We will strive to make significant progress to reduce our pay gap to zero and commit to addressing issues which impact this.

We recognise one of our biggest challenges is we do not have the proportion of females we would like to have in our business and to improve this, we will need to take further steps to support the progression and retention of women to increase representation across Waterstons. That will be a significant ongoing focus for us as we move forwards.

We are proud of these results, and it shows that our culture of inclusivity is paramount. We will continue to monitor these results and report annually on gender, as well as other aspects of diversity pay gap reporting in the future.

References

Tech UK 2023 (As the technology industry continues to grow, so does the number of women working in it (techuk.org))

ONS 2023 Gender pay gap in the UK - Office for National Statistics (ons.gov.uk)

4 Document Control

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Version Control

Version	Date	Authors	Comments
1.0	December 2023	Dawn Ward	