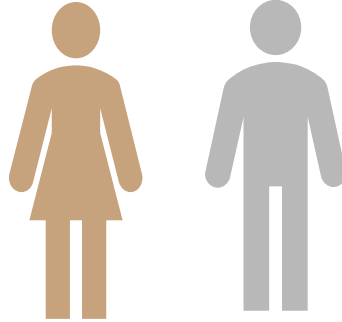


# Gender Pay Gap at 31<sup>st</sup> January 2021

**The gender pay gap** is the difference between the average pay of all men in the organisation and the average pay of all women in the organisation, regardless of the type of work they do.

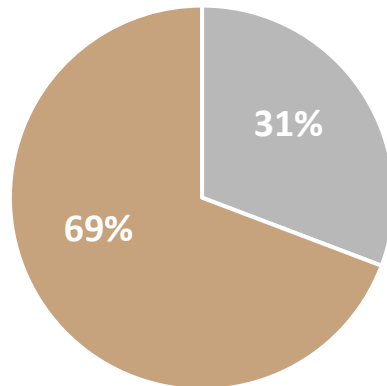


**Mean pay gap -4%**

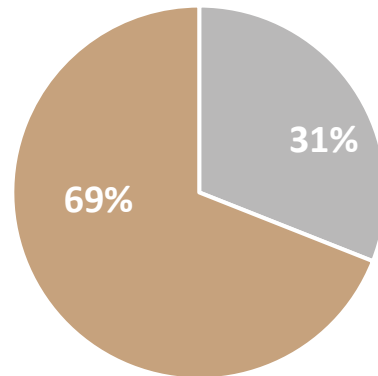
**Median pay gap 4%**

*Our pay data show that women, on average, earn 4% more than men. The median shows the distribution of salaries for men and women, with the median (or middle) salary for men being 4% higher than the median salary for women.*

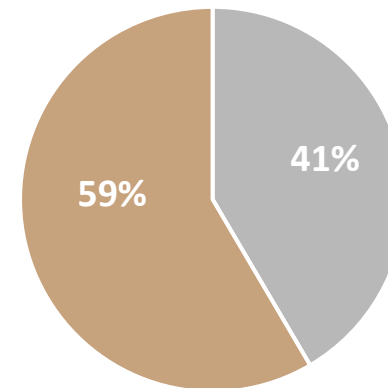
**Upper**



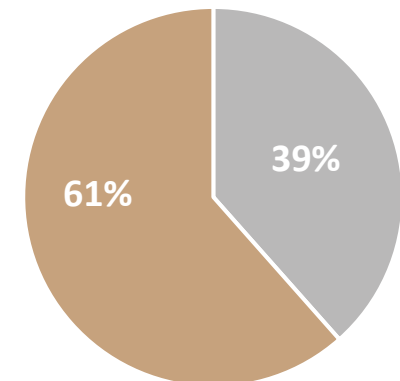
**Upper Middle**



**Lower Middle**

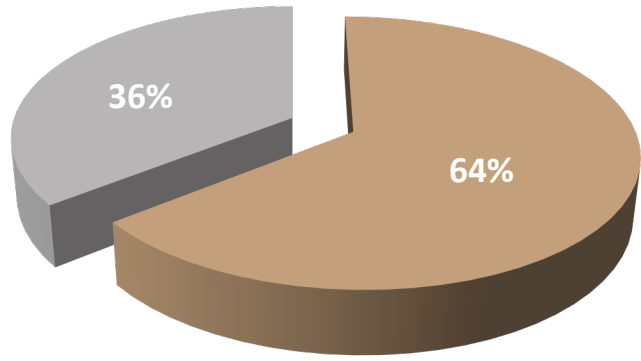
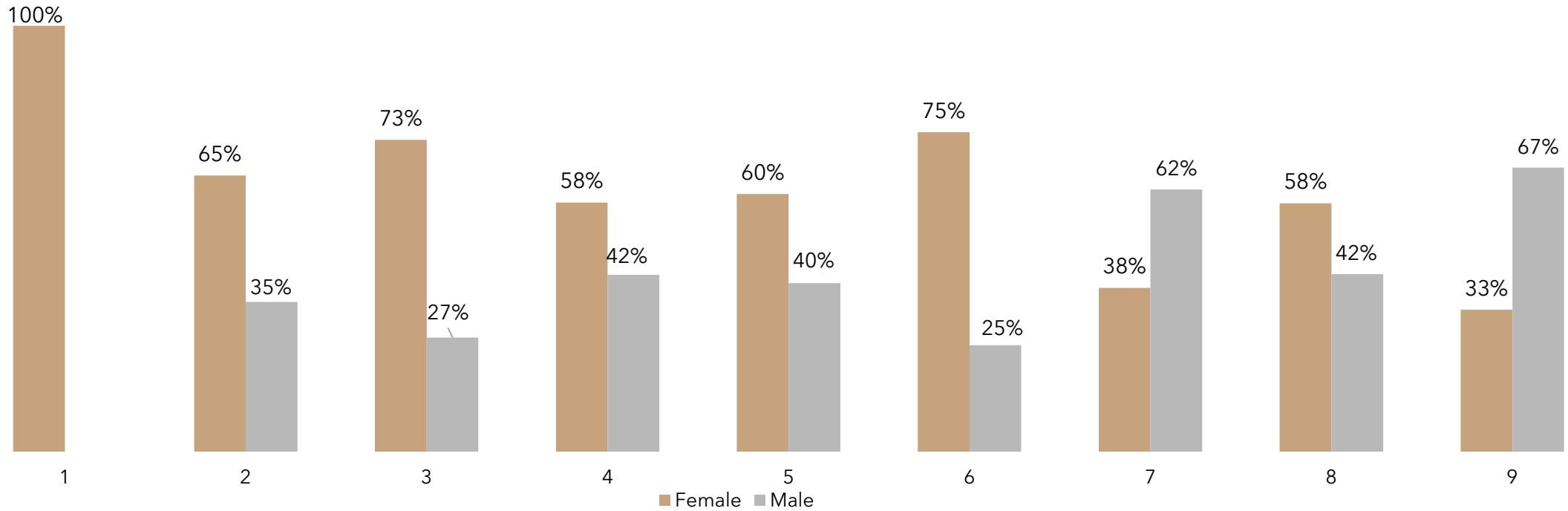


**Lower**

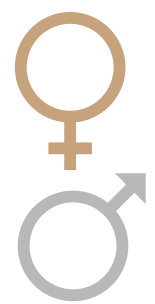


**The charts show the proportion of men and women in each hourly pay quartile** calculated by ranking the hourly pay for all staff, divided into four equal groups (quartiles) and then showing the percentage of men and women in each quartile. For example, women make up 69% of the staff in the top pay quartile. These data reflect that we employ significantly more women than men and that women are relatively well represented in our more senior grades. The pay data used is in US dollars and is not adjusted for location.

# Percentage of male and female employees by grade, January 2021



overall



## Middle Management

(Grades 4 to 6)

64 %

36 %

## Senior Management

(Grades 7 to 9)

43 %

57 %