

# Gender Pay Gap Report 2017



# What is the Gender Pay Gap?

**The gender pay gap illustrates the difference in average pay between women and men. This is different to equal pay (i.e. women and men receiving the same pay for the same role).**

The gender pay gap takes into account all roles at all levels of the organisation, rather than comparing pay received by women and men performing the same roles.

Men and women take on different roles within any company. But because of the mix of salaries and the number of males and females doing those different roles, a gender pay gap can emerge.

In April 2017, the government introduced new gender pay gap (GPG) transparency regulations, designed to encourage large employers to take informed action to close their GPG where one exists.

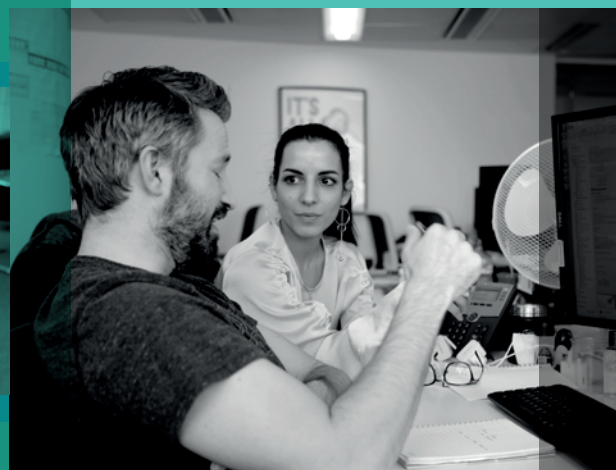
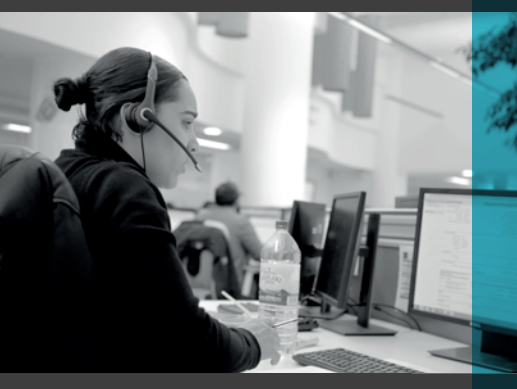
These regulations require over 9,000 UK employers across the private, public and social sectors to report and publish their pay gap data. In compiling our figures, we have included all of our UK data from our offices in London and Sheffield.



# How is the Gender Pay Gap calculated?

**The gender pay gap is the difference in the average hourly rate of pay between males and females.** It is calculated in two ways, by both mean and median figures. The mean calculation comprises the total hourly rates of a gender divided by the number of individuals within that gender. This can often be referred to as 'the average'. Alternatively, the median is calculated by listing all the pay amounts in numerical order and taking the middle amount.

Our firm is operationally meritocratic, so men and women with the same performance and experience in equivalent roles are paid equally. We want everyone to know they are being treated fairly and equally, and are valued for their unique ideas and experience. Our organisation is a place where everyone has the opportunity to progress and develop their career, no matter their gender. By publishing and monitoring our gender pay gap, we can ensure our recruitment and remuneration policies are robust and that we maintain an inclusive work environment.



# Our key figures for 2017

The illustrations below detail our overall median and mean gender pay and bonus gap. The figures are presented in a format directed by the UK Government to enable fair and simple comparison across different employers.

Our median gender pay gap is 13.6%, as compared to the national average, compiled by the Office for National Statistics (ONS), of 18.4%<sup>1</sup>

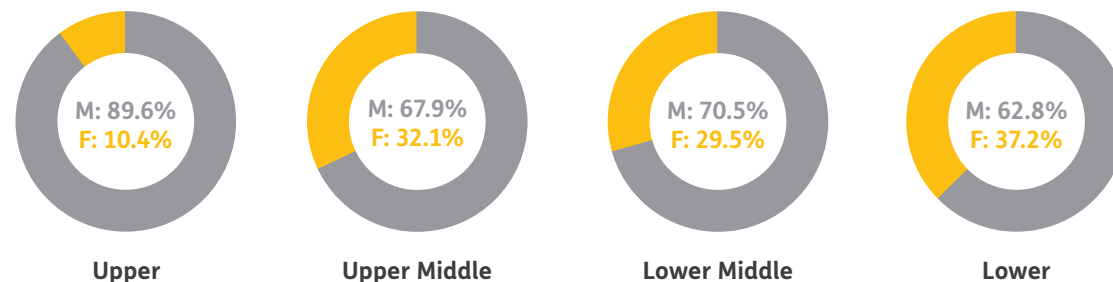
Alongside the median and mean difference in pay and bonuses between men and women across the whole organisation, the figures also show the gender distribution of our workforce in four equally-sized quartiles determined by the level of pay: Lower, Lower Middle, Upper Middle and Upper.

	Median	Mean
Gender Pay Gap	13.6%	23.6%
Gender Bonus Gap	-11.8%	51.3%

Percentage of employees receiving a bonus:



Percentage of employees in each quartile band:





# Parity in recruiting

**Working within a traditionally male-dominated industry we have a legacy to fix – and this starts at the top of the recruitment funnel.** We actively look to attract mixed gender interest and ensure visibility of both male and female colleagues throughout all stages of the recruitment process.

We are committed to zero bias within recruitment, interview, onboarding, training and eventual promotional considerations.

We believe that the best results are achieved by great people from diverse backgrounds, ethnicities, and gender.



# A gender pay gap is not the same as gender inequality

**A gender pay gap is not the same as pay inequality.** It is a measure of the average differences in pay and bonus between male and female employees across the entirety of an organisation, including recruitment, promotion, pay and bonus. Equal pay, alternatively, is a specific legal concept that requires men and women be paid the same for equivalent work. We are invested in ensuring that men and women are paid equally for doing equivalent jobs at XLN.

We maintain a competitive position on starting salaries for all entry roles. Those developing their skills, knowledge and experience are paid towards the lower end of the salary range and will progress through the salary range on demonstrating the required level of competence. Our pay framework applies equally across genders and promotion is performance and behaviour based. Bonus pay for core-level employees is calculated equally across gender, and based on individual achievement of shared targets. Employees in specialist roles and at more senior levels are also set individual targets, and salary and promotional prospects are performance related.



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# We are committed to pay equality

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**XLN is committed to pay equality  
and providing opportunities for  
everyone to maximise their potential.**

As you would expect from an equal-  
opportunities employer, we are committed  
to fairness, equality and inclusion.  
We always select and appoint on merit.  
We will continue to take care to attract  
the greatest number of quality candidates –  
both male and female – and invest  
in equality and balance.

