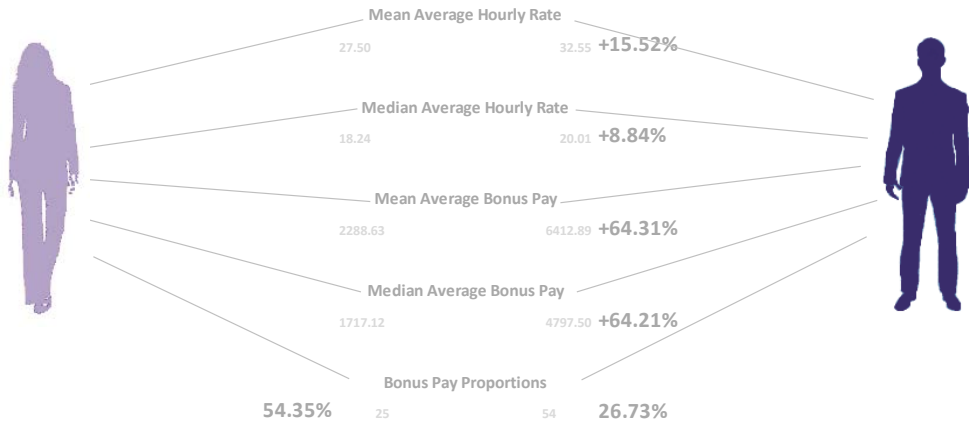
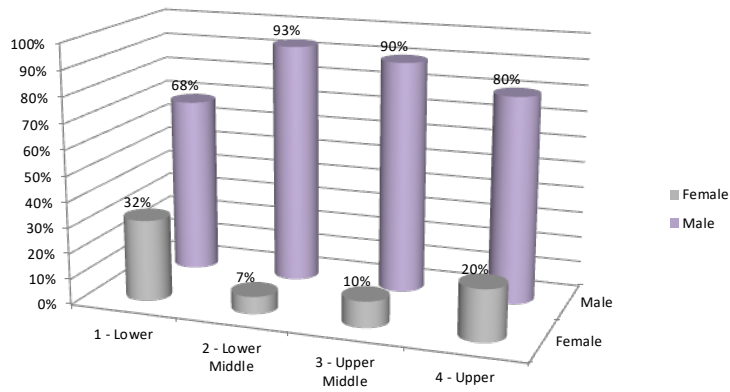


Gender Pay Gap Report



Quartiles





CLH-PS are required by law to publish an annual gender pay gap report.

This is its report for the snapshot date of 5 April 2017:

- The mean gender pay gap for CLH-PS is 15.5%.
- The median gender pay gap for CLH-PS is 8.8%.
- The mean gender bonus gap for CLH-PS is 64.3%.
- The median gender bonus gap for is 64.2%.
- The proportion of male employees in CLH-PS receiving a bonus is 54.4% and the proportion of female employees receiving a bonus is 26.7%.

Pay quartiles by gender

Band	Females	Males	Description
A	32%	68%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	7%	93%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	10%	90%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	20%	80%	Includes all employees whose standard hourly rate places them above the upper quartile

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

What are the underlying causes of CLH-PS's gender pay gap?

Under the 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.

CLH-PS is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, it:

- carries out pay and benefits audits at regular intervals;
- provides regular equal pay training for all managers and other staff members who are involved in pay reviews; and
- evaluates job roles and pay grades as necessary to ensure a fair structure.



CLH-PS 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 roles in which men and women work within the organisation and the salaries that these roles attract.

Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of the organisation. In addition, men are more likely to be in technical and IT-related roles, which attract higher rates of pay than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

This pattern from the UK economy as a whole is reflected in the make-up of CLH-PS's workforce, where the majority of front-line customer assistants within its stores are women, while the majority of line manager and senior manager roles are held by men. In addition, the majority of the relatively highly paid e-commerce roles are held by men and not women.

This can be seen above in the table depicting pay quartiles by gender. This shows CLH-PS's workforce divided into four equal-sized groups based on hourly pay rates, with Band A including the lowest-paid 25% of employees (the lower quartile) and Band D covering the highest-paid 25% (the upper quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each Band. However, within CLH-PS, 32% of the employees in Band A are women and 68% men. The percentage of male employees is higher throughout the remaining Bands (between 80% and 93%)

How does CLH-PS's gender pay gap compare with that of other organisations?

The vast majority of organisations have a gender pay gap, and we are pleased to be able to say that CLH-PS's gap compares favourably with that of other organisations, including those within our industry. Furthermore, it is currently lower than the UK average for hourly pay.

The mean gender pay gap for the whole economy (according to the November 2016 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 17.5%, while in the manufacturing sector it is 29.4%. At 15.5%, CLH-PS's mean gender pay gap is, therefore, significantly lower than both that for the whole economy and that for our sector.

The median gender pay gap for the whole economy (according to the November 2016 ONS ASHE figures) is 18.1%. At 8.8%, CLH-PS's median gender pay gap is, therefore, significantly lower than both that for the whole economy and that for our sector.

The mean gender bonus gap and the median gender bonus gap for CLH-PS are relatively large at 64.3% and 64.2%. However, the proportion of men at CLH-PS who received a bonus in the 12 months up to 5 April 2017 was 26.7%, while for women this was 54.3%. This reflects the higher proportion of women in the management and technical roles that, under our current policy, attract a performance bonus.

What is CLH-PS doing to address its gender pay gap?

While CLH-PS's gender pay gap compares favourably with that of organisations both across the whole UK economy and within its sector, this is not a subject about which CLH-PS is complacent, and it is committed to doing everything that it can to reduce the gap. However, CLH-PS also recognises that its scope to act is limited in some areas - it has, for example, no direct control over the subjects that individuals choose to study or the career choices that they make.



To date, the steps that CLH-PS has taken to promote gender diversity in all areas of its workforce include the following:

- **Creating an evidence base:** To identify any barriers to gender equality and inform priorities for action, in 2016 CLH-PS introduced gender monitoring to understand:
 - the proportions of men and women applying for jobs and being recruited;
 - the proportions of men and women applying for and obtaining promotions;
 - the proportions of men and women leaving the organisation and their reasons for leaving;
 - the numbers of men and women in each role and pay band;
 - on from a return to work after a period of maternity or other parental leave.
- **Revising the flexible working policy:** CLH-PS's flexible working policy has been substantially revised to make it clear that employees in all areas and levels of the organisation will be considered for flexible working regardless of their role and level of seniority, and that flexible working need not be limited to part-time working. This was backed up by an ongoing publicity drive.
- **Supporting parents:** CLH-PS has developed guidelines for managers on supporting employees prior to, during and on return from maternity and other parental leave, this is being backed up by managers training.

None of these initiatives will, of itself, remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, CLH-PS is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

Right now, CLH-PS-PS has plans to extend its evidence-gathering to include qualitative data. It will do this through a consultation exercise across all areas and levels of the organisation to identify the barriers (and the drivers) for women employees.

In the coming year, CLH-PS is also committed to:

- Reviewing its recruitment processes to ensure we are not unintentionally excluding female applicants from all our roles
- reviewing its policy on Appraisals
- reviewing its policy on reward and recognition;
- promoting flexible working for all our employees;

Any further initiatives launched throughout the year will be reported on the company intranet.

I, Nacho Casajus, CEO, confirm that the information in this statement is accurate.

Signed

Date