

# Gender Pay Gap Report 2017

## Introduction

At Guinness, we are committed to creating an inclusive work environment and culture where our employees can achieve their full potential - and in so doing, help us realise our vision to improve people's lives.

Our workforce is diverse and we provide equal opportunities for all our employees. Our ability to do this relies on openness and our commitment to hold ourselves to account.

We welcome the introduction of gender pay gap reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and what it sets out to achieve. We see the transparency of data as an enabler for change across UK businesses.

### **What is the gender pay gap?**

The gender pay gap is a measure of the difference between the average pay of men and women across an organisation, and all UK companies with 250 or more employees are now required to publish specific gender pay information.

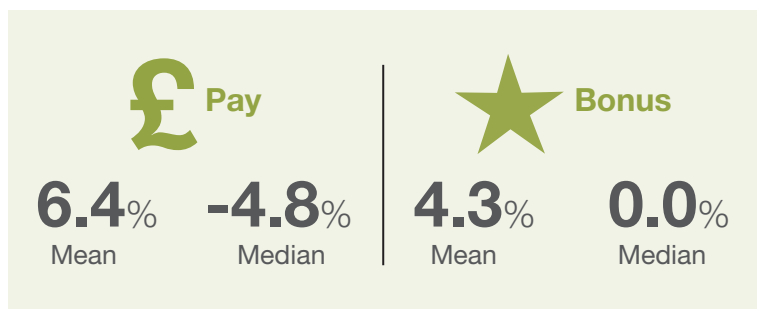
The gender pay gap is not the same as equal pay. Equal Pay relates to paying men and women equally for doing the same or equivalent work. An employer delivering equal pay can still have a gender pay gap, as the gender pay gap can be influenced by the make-up of the workforce, such as having a higher proportion of men or women in certain roles, including where those roles are higher paid.

## Headline gender pay gap figures for The Guinness Partnership Limited

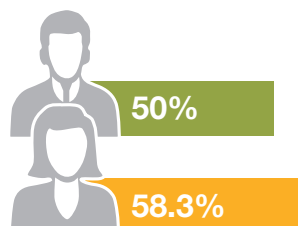
### How are we doing?

The graphics below show our overall mean and median gender pay gap and bonus pay gap based on hourly rates of pay as at 5 April 2017 and bonuses paid in the 12 months up to that date. A positive value here indicates there is a disparity in favour of men.

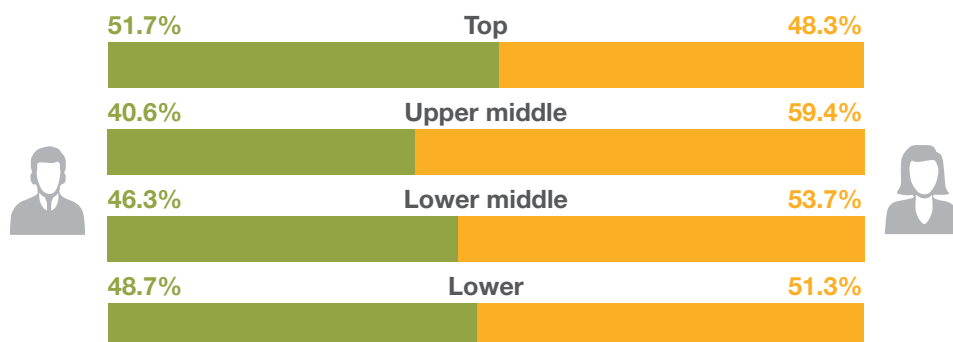
### Gender pay gap and bonus pay gap



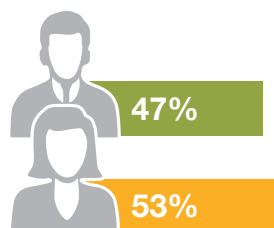
### Proportion of men and women paid a bonus



### Pay quartiles by gender



### Make up of our workforce



This table above shows the distribution of men and women across four equally sized groups, based on their total salary.

### What do we think about our gender pay gap?

We are pleased with the overall gender pay gap results for The Guinness Partnership Limited, both in their own right and when compared to external benchmarks. For comparison, the latest UK-wide figures available from the Office for National Statistics show the mean and median gender pay gap for the whole economy of 17.4% and 18.4% respectively; and in the Charities and Not For Profit sector, these are 9.5% and 8.0% respectively.

### What we already do to ensure fairness and equality

Guinness has processes in place to ensure our approach to paying and rewarding our people is consistent and fair, and to ensure our employees are treated equally. We:

- Have a clear and transparent job family and pay framework covering all roles and employees
- Have a robust approach to job evaluation – we evaluate all new roles, and changes to existing roles, to ensure market alignment and proper internal relativity
- Carry out pay and benefits audits and benchmarking – we conducted our last market pay review in 2017
- Offer our employees a wide range of flexible working options, including flexible working hours, part-time working, job sharing, and occasional home working
- Have a comprehensive suite of policies to help support and retain employees with caring responsibilities
- Offer comprehensive training for our managers including recruitment and selection, diversity and inclusion, and unconscious bias awareness as well as general management training
- Perform a rigorous review of bonus and performance pay allocations

## What will we do more of?

A pay gap is the result of the types of roles men and women more frequently work in and the salaries these roles attract within the job market.

We recognise that we need to fully understand any barriers in order for us to take action to reduce our gap still further. This is why we will continue to closely monitor and analyse several important areas:

- The recruitment, development and promotion of our people
- The numbers of men and women in roles and pay bands, their performance review ratings and bonus frequency
- The overall take-up of flexible working arrangements
- The reasons people leave and the roles they go on to

We also have a number of initiatives that encourage people to consider developing skills or pursuing careers that they may not have previously felt they could, particularly those in which occupational gender bias is most commonly found.

Our People Strategy reflects our commitment to increasing diversity in all areas of our business and promoting an inclusive culture.

## What does this information mean for Guinness?

We know that minimising the gender pay gap is an important aspect of ensuring our employees feel equally valued and are able to realise their potential within a supportive and diverse organisation. We will continually challenge how we do things and actively remove barriers that might stop people from succeeding. This is vital to ensuring the future success of our organisation and our people.

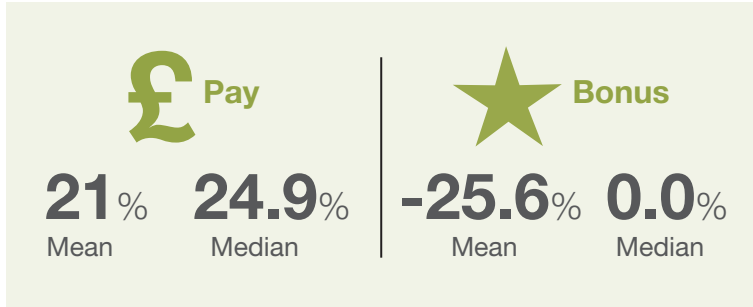
Signed, 

**Catriona Simons.**  
Group Chief Executive

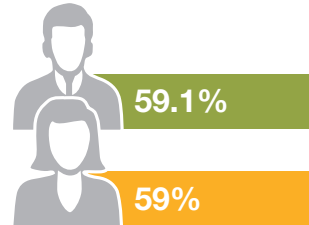
## Headline gender pay gap figures for City Response Limited, trading as Guinness Property

City Response Limited, trading as Guinness Property, is responsible for the repair and maintenance of 70% of the Guinness's properties. Women are under-represented in our repairs business as they are across the repairs and construction sectors. We are taking specific action to address this in Guinness Property.

### Gender pay gap and bonus pay gap



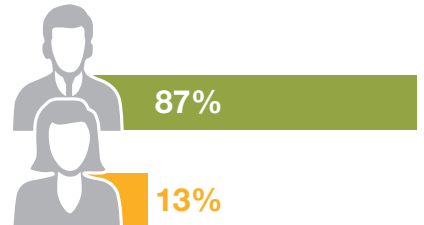
### Proportion of men and women paid a bonus



### Pay quartiles by gender



### Make up of our workforce



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I confirm this information is correct.

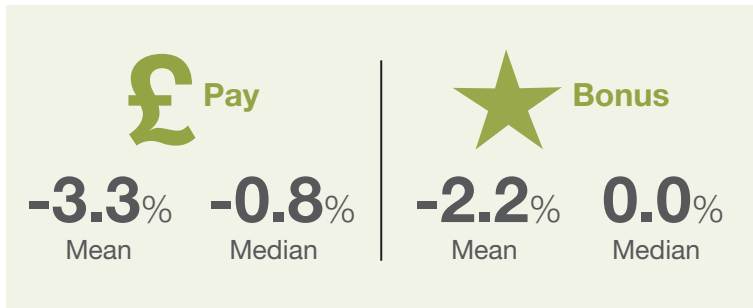
Signed, 

Paul Roberts  
Executive Director, City Response Limited

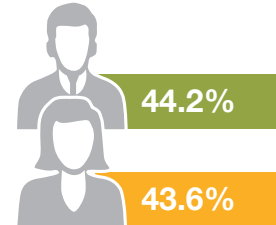
## Headline gender pay gap figures for Guinness Care and Support Limited, trading as Guinness Care

Guinness Care and Support Limited, trading as Guinness Care provides care and support services to customers across the UK, including those living in Guinness's sheltered and extra care accommodation.

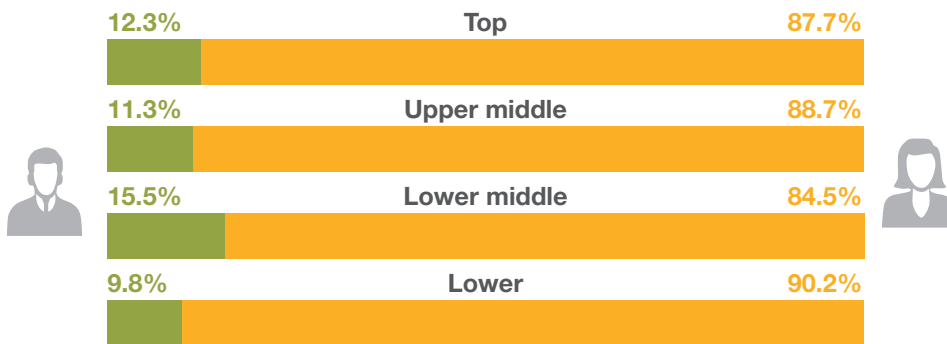
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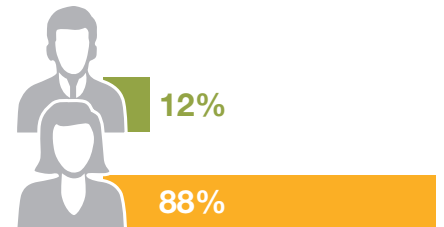
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Signed, 

Paul Watson  
Managing Director, Guinness Care and Support Limited