



Zaaa Apprenticeships GENDER PAY GAP REPORT 2017

This report details our April 2016 to April 2017 results and focus areas to ensure gender equality.

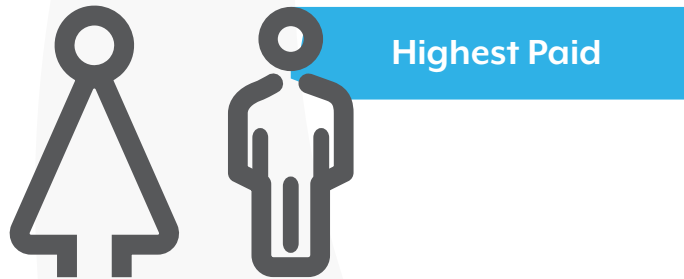




At 3aaa we believe in job opportunity for everyone regardless of gender.

We want a **diverse** and **gender balanced workforce** which reflects the customers and communities we serve and ensure our people can be their best selves at work. As a company we are committed to addressing gender representation and supporting women in the workplace.

What is the gender pay gap and how is it calculated?



- If all company employees were lined up in a female line and a male line, in order of pay from highest to lowest, the median gender pay gap compares the pay of the female in the middle of their line and the pay of the middle male.
- Because different jobs pay differently and the number of men and women performing these jobs varies, a gender pay gap exists.
- The mean gender pay gap shows the difference in the average hourly rate of pay between men and women in a company.
- This is different from 'equal pay', which is the difference in pay between men and women who carry out the same or similar jobs

Our results

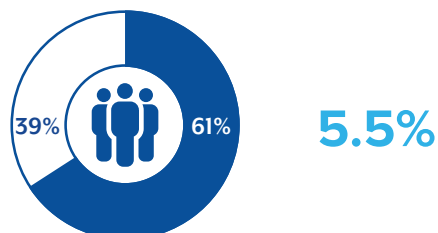
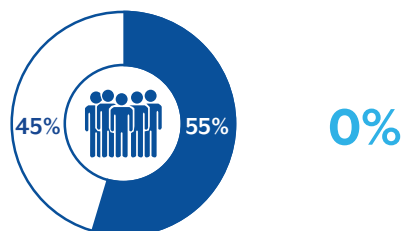
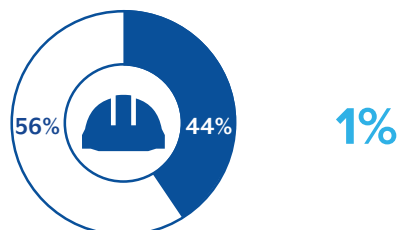
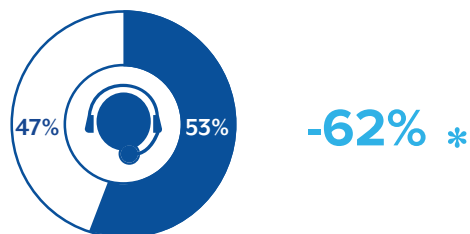
OUR MEAN (AVERAGE) GENDER PAY GAP IS 4.8% AT 11.1% OUR MEDIAN (MIDDLE) GENDER PAY GAP IS SIGNIFICANTLY LOWER THAN THE UK NATIONAL AVERAGE (18.1%)



Pay quartiles

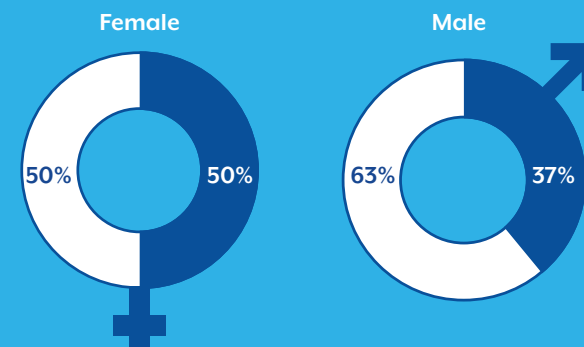
Proportion of males and females in each pay quartile. Each quartile contains 117-118 employees

Male Female
Median gender pay gap by quartile



Proportion of employees receiving a 2016 bonus

Received a bonus No bonus received



2016 bonus refers to annual bonus sales and local variable incentives

Pay & Bonus

Difference between men and women	Mean	Median
Gender pay gap	4.8%	11.1%
Gender Bonus Gap	- 0.65% *	-19.35% *

* i.e.. Women earned more than men

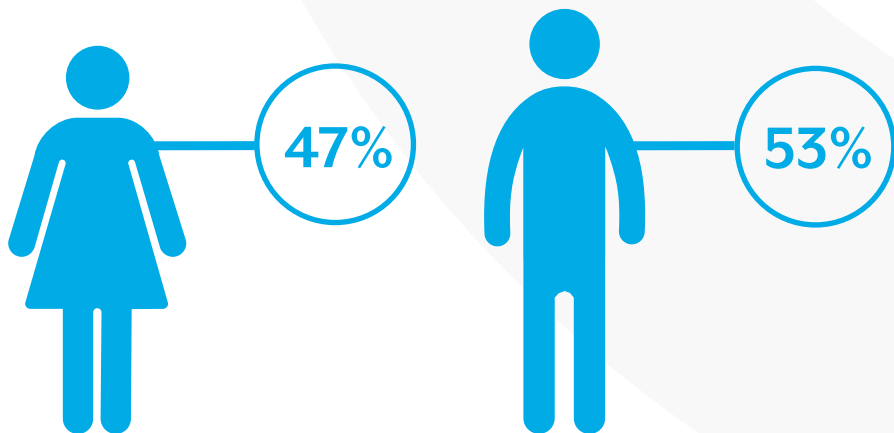
Our story today

There is no significant gender imbalance amongst our workforce.

We create an evenly gender balanced workforce by attracting, retaining and developing our employees. We will continue to monitor the gender pay gap through insight, analysis and robust actions which provide equal opportunity, irrespective of gender across the organisation.

These activities are organised around three key pillars which will provide the foundations for our longer term equality and diversity strategy:

ACROSS 470 EMPLOYEES THE GENDER BALANCE IS



Our three equality and diversity pillars

Creating a culture that truly represents our customers and communities to drive growth.

1: Attract and nurture the widest possible talent pool.

- Identifying key talent and channels to attract a diverse and talented group of people.
- Enhancing recruitment practices that position us as an inclusive employer offering an outstanding employee experience from attraction to exit.
- Celebrating our achievements and making our talent visible.

2: Equip and empower our leaders to own and drive equality and diversity.

- MI and reporting to drive accountability and performance.
- Providing education and training to our managers and empowering leaders to be confident around equality and diversity
- Designing leadership development programmes to grow inclusive leaders

3: Make equality and diversity a normal part of what we do and who we are.

- Ensuring our policies, tools and ways of working enable people to deliver their best.
- Providing open, welcoming and accessible work environments
- Proactively engaging our people, building networks, sharing ideas and celebrating



At 3aaa we're committed to maintaining and improving opportunities for females.

To make sure 3aaa stays ahead of the game we need people with high skill levels in all our specialisms and functionals.



**59% OF OUR SALES
STAFF ARE WOMEN**



**44% OF OUR
OPERATIONS STAFF
ARE WOMEN**



**48% OF 3aaa
MANAGERS ARE
WOMEN**

What we'll focus on next

Our long term goal is to achieve and maintain 50/50 gender parity by 2020.

In order to achieve this our people leaders need to understand the issues that may prevent greater female representation.

All people leaders in 3aaa will receive support to ensure our recruitment and hiring practices are free from bias.

We will implement Leadership and Management programmes and ensure that female staff are fairly represented. In doing so, we will aim to reduce the imbalance in pay in our top quartile of staff.

50 GENDER PARITY BY 50 2020

50% FEMALE REPRESENTATION ON LEADERSHIP AND MANAGEMENT PROGRAMMES

TRAINING FOR ALL PEOPLE LEADERS

This statement was approved by 3aaa CEO and COO.



Group Chief
Executive Officer



Chief Operating
Officer

