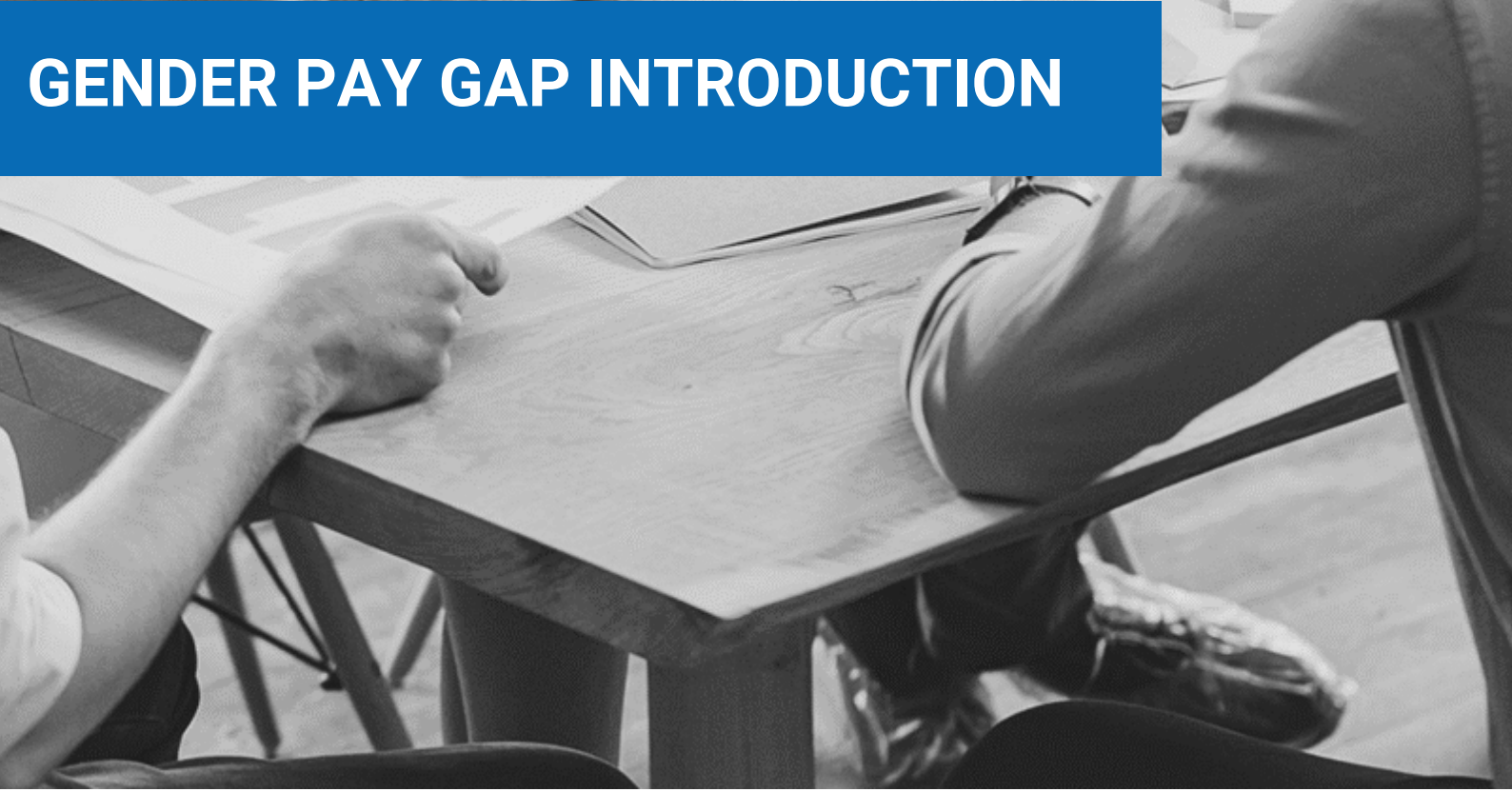


GENDER PAY REPORTING

thebigword, reporting period to April
2019



GENDER PAY GAP INTRODUCTION



INTRODUCTION

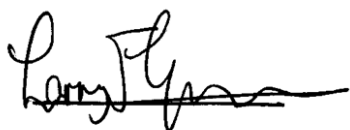
The Government has introduced a requirement for all companies with more than 250 employees to report annually on statutory calculations showing the pay gap between men and women.

Here at thebigword we believe that equal opportunities for all should be a given. Diversity is at the heart of our workforce and is key to the success of the business. We are 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.

With that in mind we have been delighted to undertake the Government's Gender Pay Gap analysis as it gives us an opportunity to assess our workforce and ensure that we are paying people appropriately for the work that they do. The numbers in our report include all staff who were employed with us in the relevant pay period which includes 5th April 2019, including Apprentices.

Gender pay should not be mistaken for Equal Pay. The findings of this report do not detail the difference in pay between men and women for doing the same or equal work. What this report does however is give us an overview of the average figures for all UK employees.

Because the requirement to report only applies to companies with more than 250 employees, we are only obliged to report on Link-Up Mitaka at this time. We will however look to undertake similar activities for the other companies within thebigword group in the future.



Larry Gould
Chairman of thebigword Group



Andy Lightowler
Group Finance Director

HOW ARE THE NUMBERS CALCULATED?



The calculations used in these exercises are made up with two types of averages:

A MEAN average involves adding up all of the numbers and dividing the results by how many numbers were in the list.

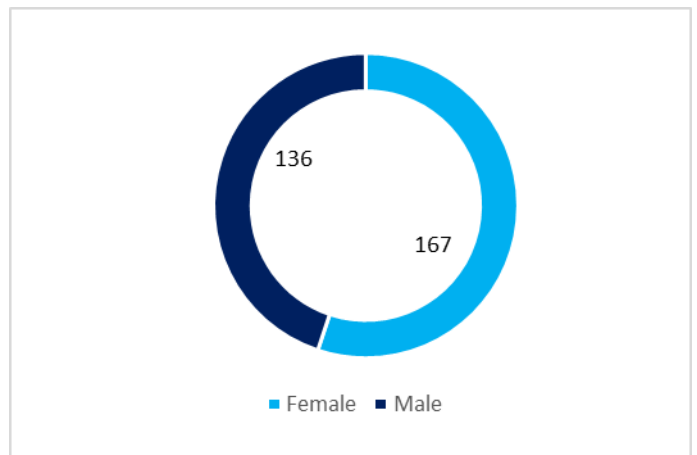
A MEDIAN average involves listing all of the numbers in numerical order. If there is an odd number of results the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

All POSITIVE percentage figures reveal that typically, or overall, female employees have a lower pay or bonus than a male employee.

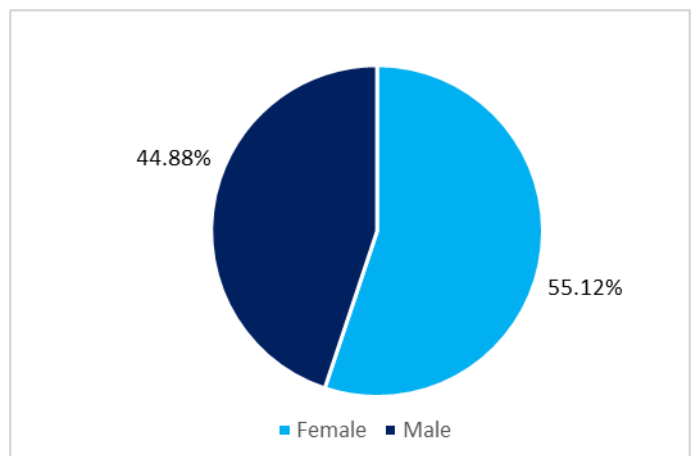
All NEGATIVE percentage figures reveal that typically, or overall, male employees have a lower pay or bonus than a female employee.

WHAT DOES OUR WORKFORCE LOOK LIKE?

April 2019, Males v Females working at thebigword (heads)



April 2019 Males v Females working at thebigword (%)





OUR GENDER PAY RESULTS

OUR GENDER PAY RESULTS



The Office for National Statistics has found that the gender pay gap for full-time workers (whilst reducing over the last 10 years) is still entirely in favour of men for all occupations.

thebigword's median gender pay gap as displayed below shows that our male staff are paid £1.09/hour less than their female colleagues which is a pay gap of -10.23%.

The median gender pay gap for the whole economy (according to the October 2018 ONS ASHE figures) is 17.3%. Therefore at -10.23%, thebigword's median gender pay gap is significantly lower than that for the whole economy.

APRIL 2019, THEBIGWORD MEDIAN HOURLY RATE



In addition to the median figure we also calculated our mean gender pay gap. This shows the mean average wage difference to be 15% in favour of our male colleagues with men being paid £2.47 per hour more on average.

APRIL 2019, THEBIGWORD MEAN HOURLY RATE

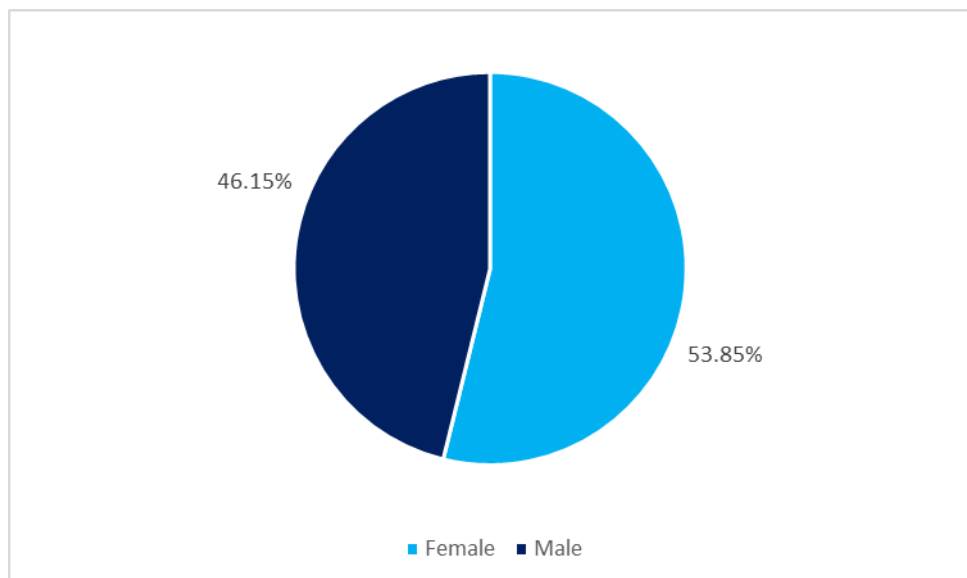




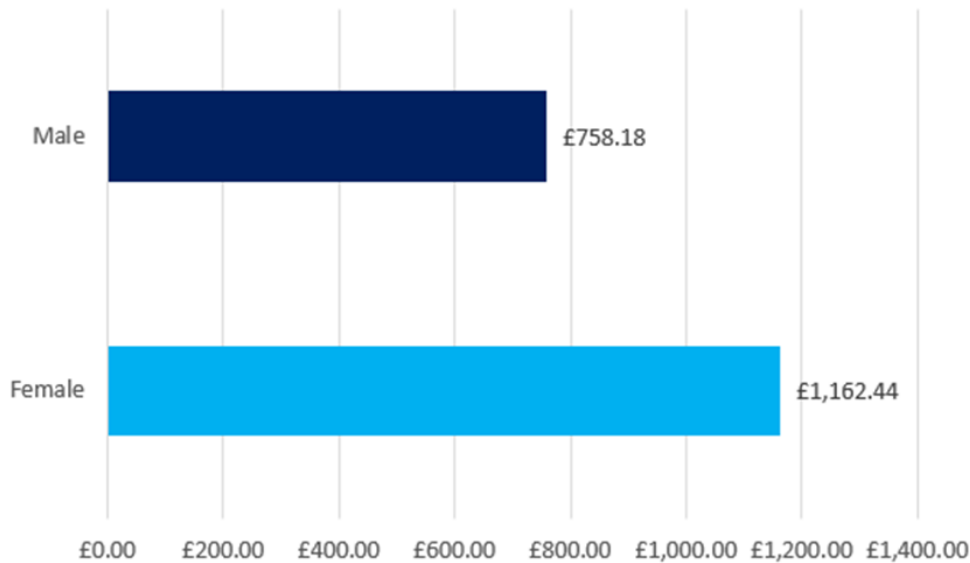
BONUSES

In the 12 months up to April 2019, 117 staff (38.61%) received a bonus in the form of either commission or a one off bonus (e.g. recruitment and engagement bonuses). Of these 117 staff, 63 were female and 54 were male.

April 2019, Males v Females receiving a bonus (%)

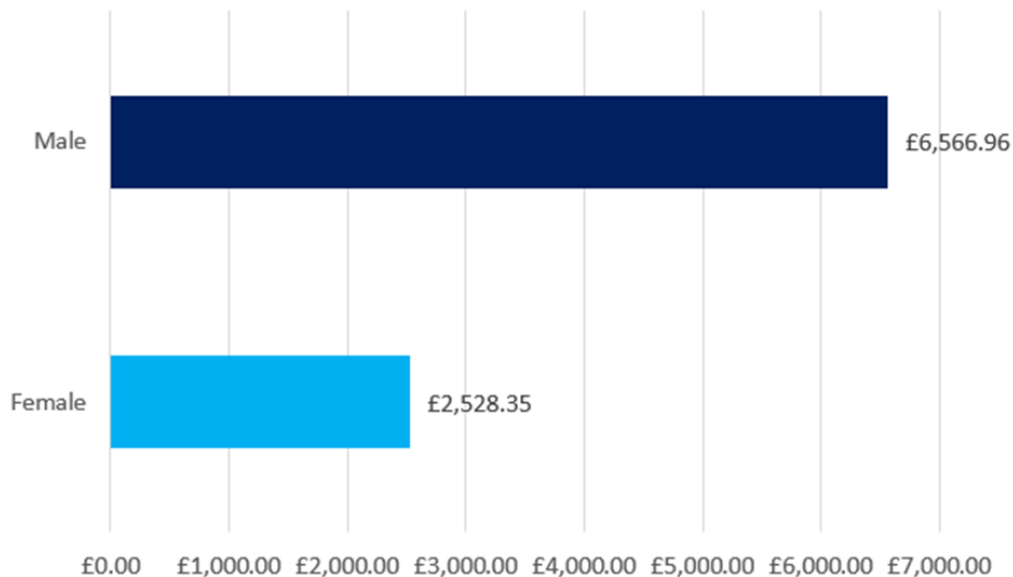


APRIL 2019, THEBIGWORD MEDIAN BONUS



We paid a median average bonus of £758.18 to our male employees compared to £1,162.44 to our female staff. This is a difference of £404.26 per employee, which equates to 53.32% in favour of our female employees.

APRIL 2019, THEBIGWORD MEAN BONUS



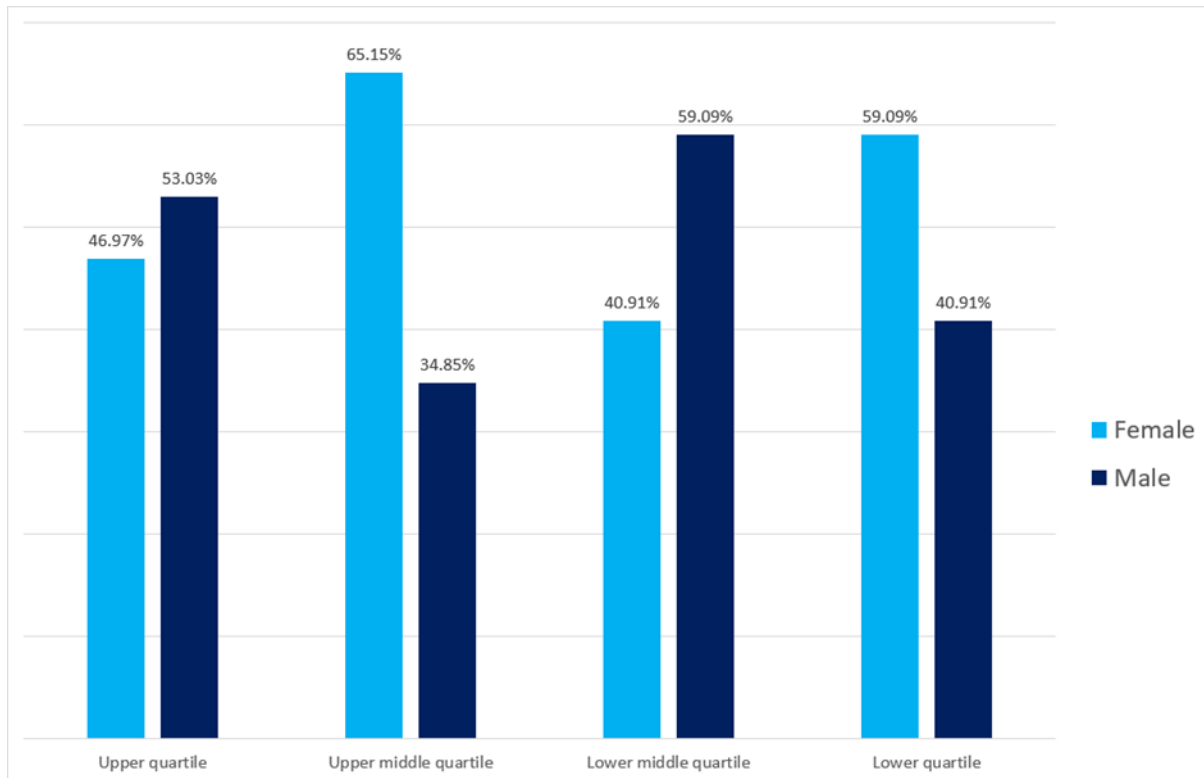
We paid a mean average bonus of £6,566.96 to our male employees compared to £2,528.35 to our female staff. This is a difference of £4,038.61 per employee, which equates to 61.5% in favour of male employees.

PAY QUARTILES



PAY QUARTILES

This calculation involved thebigword showing the proportions of male and female full-pay employees in 4 quartile pay bands. This is done by ranking the whole workforce by their hourly rate and then splitting them into 4 equal sections referred to as upper quartile, upper middle quartile, lower middle quartile and lower quartile.



It is promising to see that in the upper quartile the female proportion is almost equal to the male. However, these figures don't represent the numbers of people in these roles in comparison to the actual salaries. For example there may be equal females and males in the top quartile however females could still all be paid less than the males. Further analysis shows:

- In our top quartile our male mean average pay was actually 32.6% higher than our female mean average pay.
- In the upper middle quartile our female mean average pay was 3.5% higher than our male mean pay.
- In the lower middle quartile, the mean average female salary was 2.5% higher than the male mean salary
- In the lower quartile the mean average female salary increased to 7.3% higher than the male mean salary.



OUR GENDER PAY RESULTS

ACTIONS TO ADDRESS THE GENDER PAY GAP

thebigword is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather any gender pay gap is the result of the different roles which attract men and women within the organisation and the salaries that these roles attract.

Whilst thebigword's gender pay gap compares favourably with that of organisations across the whole UK economy, this is not a subject about which we are complacent, and we are committed to doing everything that we can to reduce the gap. In fact, compared to last year, we have reduced the pay gap and we will continue to further reduce this in the coming years.

We do recognise however that our scope to act is limited in some areas. For example, we have no direct control over the subjects that individuals choose to study or the career choices that they make.

It is our intention to use the findings in this report to raise awareness of the gender pay gap and support internal initiatives to reduce the gap over the coming years. In the interests of promoting gender diversity in all areas of our workforce we intend to ensure that we take the following steps:

- To carry out pay and benefits audits annually;
- To provide regular training for all managers and other staff members who are involved in pay reviews and recruitment decisions;
- To provide training for all managers on flexible working, and supporting employees prior to, during and on return from maternity and other forms of parental leave; and
- To evaluate job roles and pay grades as necessary to ensure a fair structure.

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

I, Andy Lightowler (Group Finance Director), confirm that the information in this statement is accurate.



Andy Lightowler
Group Finance Director

