



HUNTSWOOD CTC LIMITED

GENDER PAY REPORT 2022

APPROVAL CONTROL

ROLE	NAME	DATE
Chief Financial Officer	Donna Knight	1.4.2023
Group People Director	Sara Robinson	1.4.2023

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ABOUT HUNTSWOOD CTC LIMITED

We deliver resourcing, outsourcing and advisory services from complaints to customer service, remediation to resilience – bringing together the people, processes and knowledge businesses need to succeed. We're built on the ambition to make a positive difference. It's what Huntswood has done since we opened our doors 25 years ago, and it's what every single one of us strives for today. We put the right people in the right place at the right time – whether it's our dedicated team of Associates or our Board. Together, we've got the outstanding track record of delivery, the depth of expertise and the flexibility of approach to be the trusted partner our clients deserve.

We deeply understand the full range of customer communication channels, and couple this with behavioural insight and real customer engagement to maximise the effectiveness of your existing channels (as well as introducing new ones). We go to great lengths to understand your existing customer journeys and desired outcomes, and do not take a standardised approach to the delivery of any of our solutions. This consultative journey from 'current state' to 'desired state' is a refreshing change from out-of-the-box solutions which sometimes lack the flexibility to add value.

BACKGROUND

The Gender Pay Gap reporting regulations came into effect 5 April 2017, with organisations in Great Britain with over 250 employees being required to publish their results on their website and upload them to a government website annually.

We are required to report six different measures, based on a snapshot of pay data on a date set out by the Government Equalities Office. The six measures are:

- The mean gender pay gap in hourly pay.
- The median gender pay gap using hourly pay.
- The percentage of men and women receiving bonus pay.
- The mean gender pay gap in bonus pay.
- The median gender pay gap in bonus pay.
- The percentage of men and women in each hourly pay quarter in a ranking of employees from lowest to highest paid per hour.

HUNTWOOD CTC GENDER PAY GAP DATA

This is our annual gender pay gap report for the snapshot date of 5 April 2022.

Gender mix

The table below shows our gender mix across all quartiles in our financial year 2022.

Quartile	Male	Female	% Male	% Female	Variation to total Female population %
Upper	55	26	68%	32%	-17%
Upper Middle	34	48	41%	59%	9%
Lower Middle	61	21	74%	26%	-24%
Lower	16	66	20%	80%	31%

Pay

- Our mean gender pay gap is 33%. On average women are paid £9.03 less per hour than males.
- Our median gender pay gap is 11%. On average women are paid £1.54 less than males.

Bonus pay

- Our mean gender bonus gap is 57%. On average men are paid £2.31 more per hour.
- Our median gender bonus gap is -5%. On average women are paid 3p more per hour.

The proportion of female employees receiving a bonus is 63% and the proportion of male employees receiving a bonus is 54%.

Pay quartiles by gender

This charts below shows our workforce divided into four equal-sized groups based on hourly pay rate. The lower quartile includes the lowest-paid 25% of employees and the Upper quartile covers the highest-paid 25%.



WHY DO WE HAVE A GENDER PAY GAP?

Legally, 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.

We are committed to 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. We have a clear policy of paying employees equally for the same or equivalent work.

We have a pay & reward policy agreed at Board level which ensures;

- regular pay and benefits audits are undertaken.
- Decision makers in pay reviews understand the policy and undertake equal pay training.
- Roles are evaluated internally and externally to ensure fairness.
- Pay is benchmarked internally and externally to ensure fairness.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

UNDERSTANDING OUR GENDER PAY GAP?

Our pay gap

We can see that on average men are paid more than women. This is because there is a higher proportion of males in senior leadership, consultancy and technology roles which attract a higher salary.

Our bonus gap

We can see there is a gender pay gap in our bonus pay. Although more women were paid a bonus than men, typically the roles that attract a higher bonus potential are filled by males.

Addressing our gender pay gap

We have introduced enhanced family friendly policies for our manager population. To continue to address our gender pay gap, we will:

- review our policies on our bonus schemes.
- benchmark our salaries externally and internally to ensure pay is at market rate and consistent.
- review our recruitment processes to attract more women to, technology, consultancy and senior leadership roles.
- Review our succession plans and talent management to continue to develop females in senior leadership level roles.

We confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Information Regulations 2017) and that the information in this statement is accurate.

Signed

DocuSigned by:
Donna Knight
BC85CEEDBC1B469...

Donna Knight
Chief Financial Officer

DocuSigned by:
Sara Robinson
6CEC3CCC80524E7...

Sara Robinson
Group People Director