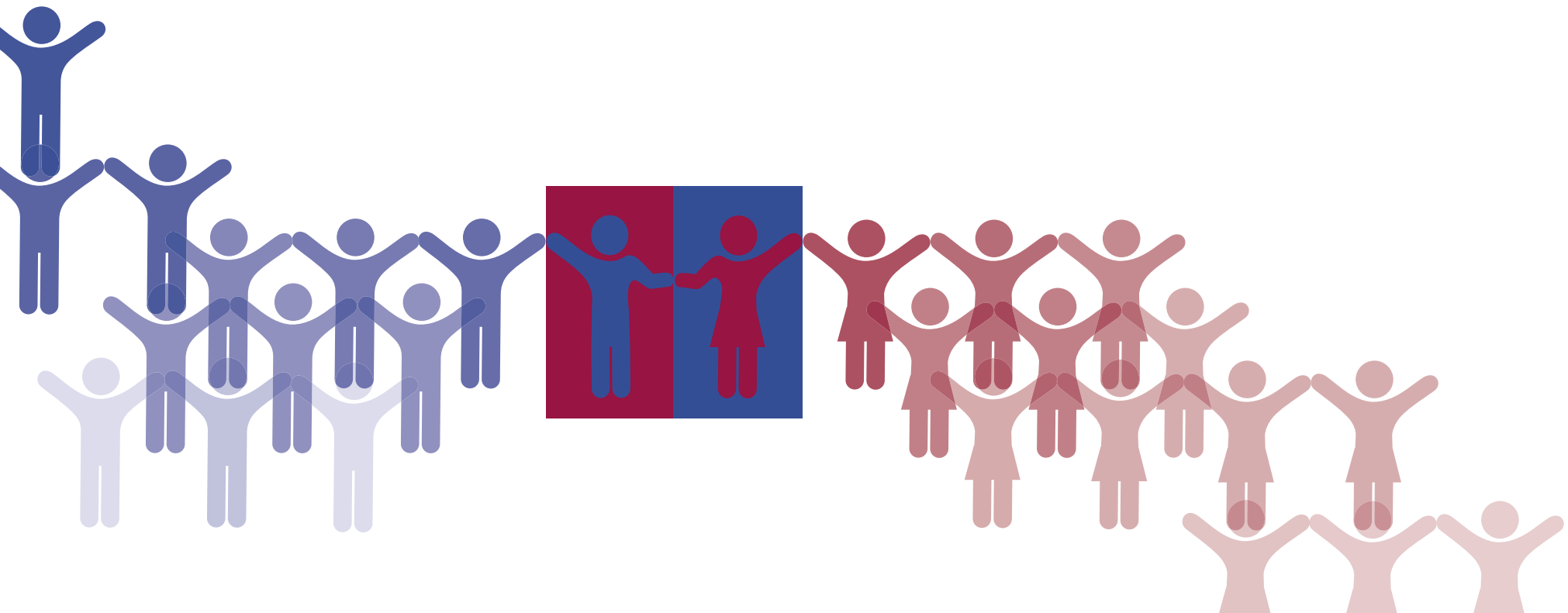


Binding Site | Gender Pay Gap Report 2017



Introduction

Under the UK Government's new legislation for the first time this year all large companies employing 250 people or more are required to report on their gender pay gap. The Binding Site welcomes this legislation as we believe in creating a workforce that reflects the communities where we are located and the patients that we serve. We are committed to providing a work place with equal opportunities for all and recognise that gender is just one element of this and we are equally focused on race, religion, sexual orientation and ability and continue to strive to ensure that The Binding Site is a fair and equal environment for everyone.

We have job opportunities in a multitude of different functions and promote a fully inclusive culture within our organisation enabling employees to transition from one function to another and develop and challenge themselves and our business to go further.

What is the Gender Pay Gap?

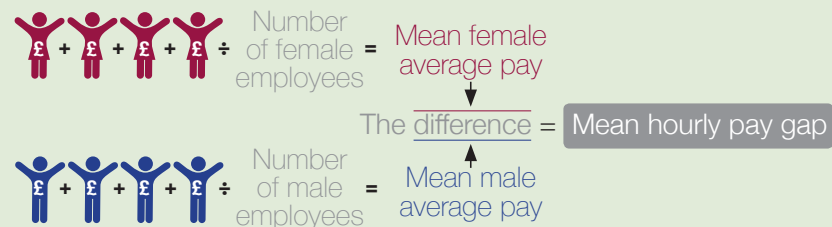
The Gender Pay Gap is the difference in average hourly pay and bonuses of all women and men across the UK organisation. The Gender Pay Gap is different from equal pay. Equal pay is about a woman and a man receiving equal pay for the same or similar job. We are confident that we have equal pay for work of equal value not only because it is a legal requirement but because it is the right thing to do and reflects one of our core values – **Integrity**- in everything we do as a company.

The data in the report shows the overall mean and median gender pay gap based on hourly rates of pay as at the "snapshot date" which is 5 April 2017 for all UK based employees of The Binding Site Group. It also sets out the mean and median difference between bonuses paid to women and men in the 12 months ended 5 April 2017.

What is a mean Gender Pay Gap?

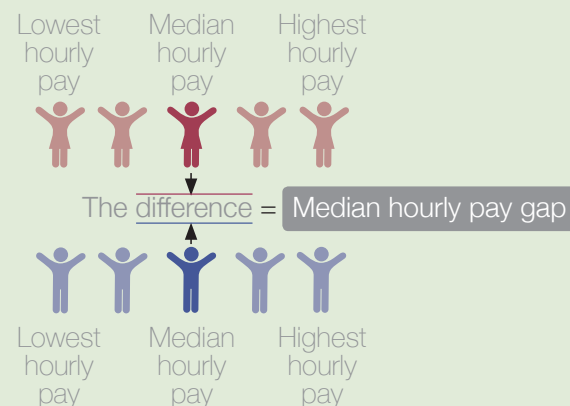
The Mean Gender Pay Gap is the difference in hourly pay for women compared to men across the whole company.

How we calculate the mean difference

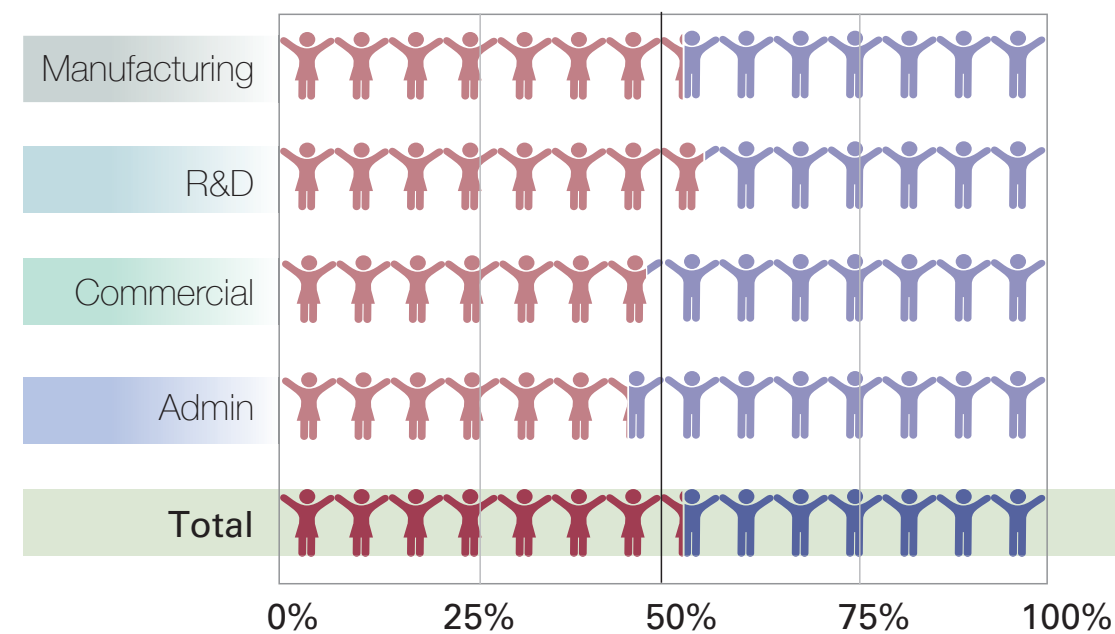


What is the median Pay Gap? The median Gender Pay Gap is the middle point of a population. If you separately lined up all the women in the company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to the middle man.

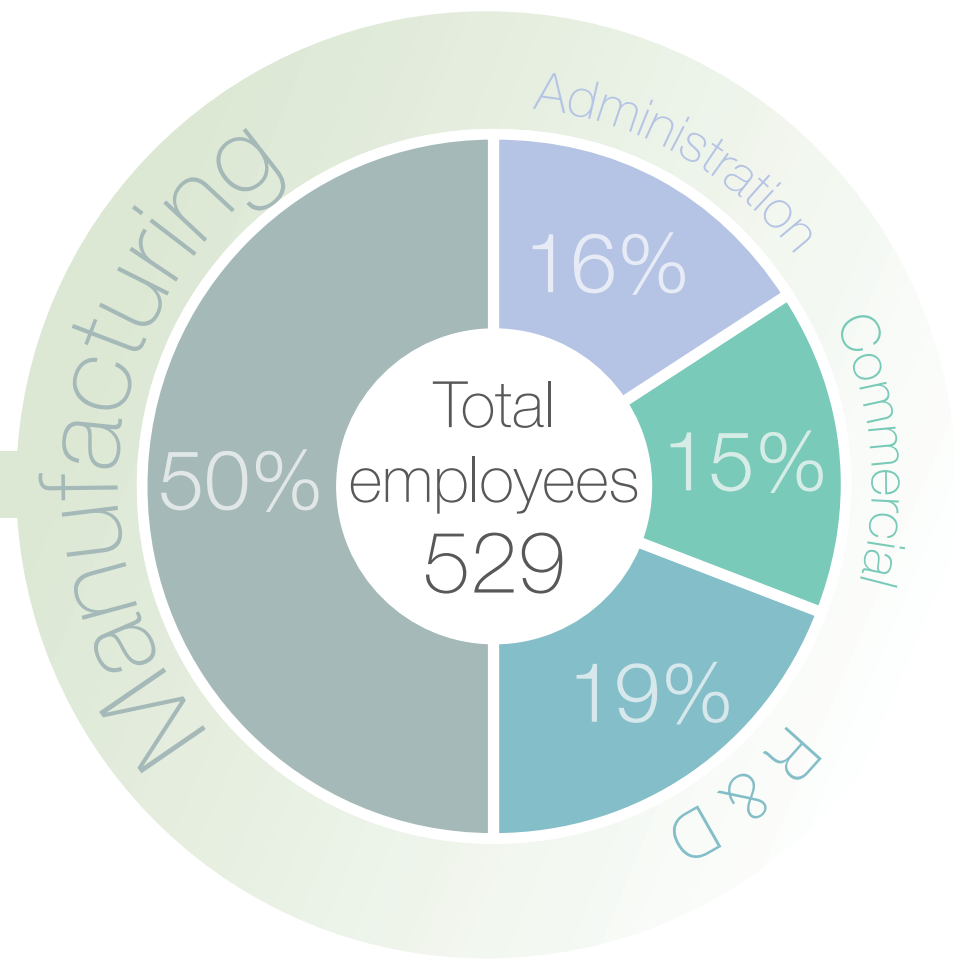
How we calculate the median difference



The work force profile of our company by gender, by area



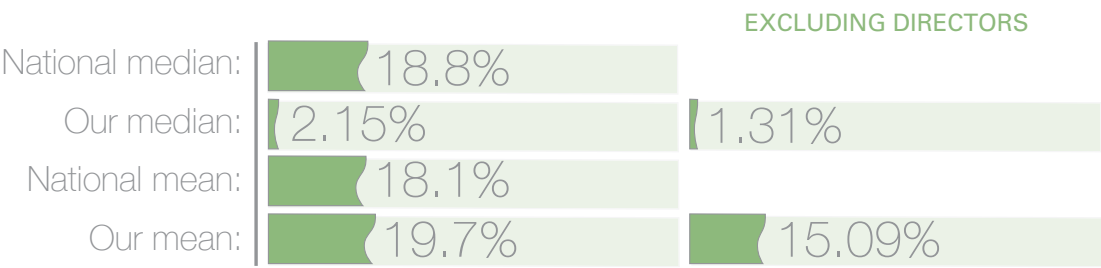
The Binding Site Group (at 5 April 2017 in the UK as calculated by the legislation) employed 529 people of which 52% were women and 48% were men and they were split across 4 main areas, Production, R&D, Commercial and Administration as shown above. This also shows the female and male split across those areas.



Number of employees by area

What does our Gender Pay Gap report show?

Median & mean gender pay gap:

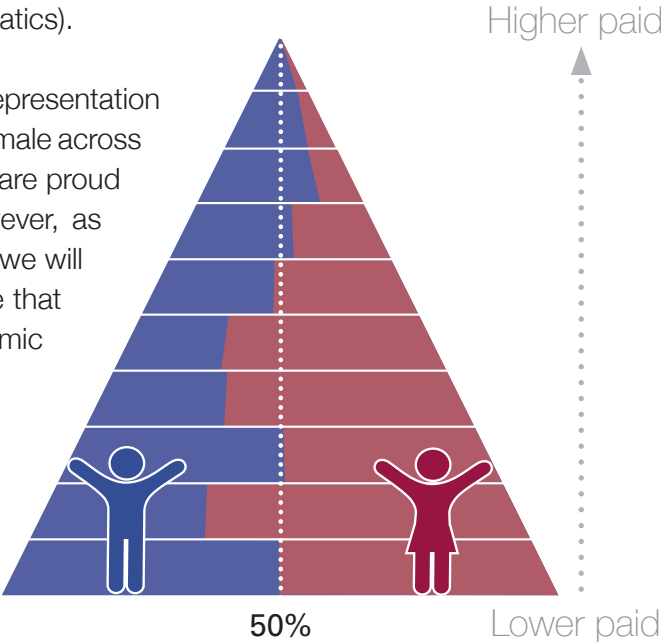


We do have a Gender Pay Gap and recognise that it is higher than the UK average and have analysed the reasons behind it which showed two significant causes which are to some degree interlinked.

The Gender Pay Gap we have is due to the unequal distribution of women and men at more senior positions across the company, in particular at board level, and not because of pay policies or practises. This is not unusual across UK companies and the STEM sector in particular. (Science Technology, Engineering and Mathematics).

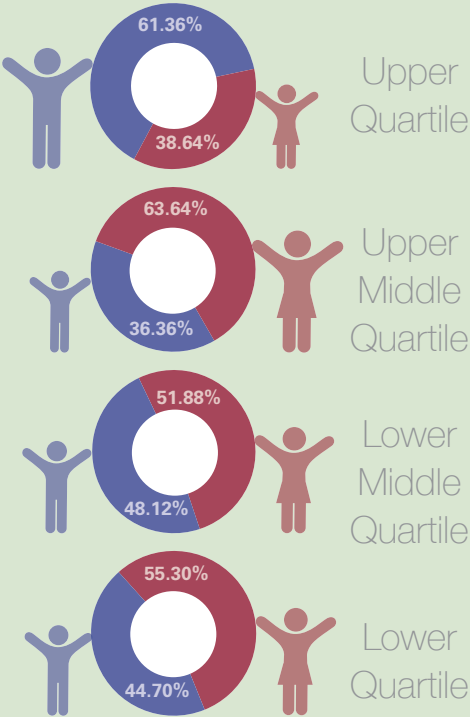
Within the UK the core STEM sectors continue to grow, however the representation of women is not reflective within this, only 21% of the workforce is female across the UK. This compares to TBS where just over 50% is female. We are proud to show that we are excelling in our female representation, however, as with all areas of our business we will not become complacent and we will continue to take steps to address the Gender Pay Gap. We realise that we must continue to challenge ourselves further, which as a dynamic and innovative company we always strive to do.

Historically women were under represented in science and technology based industries meaning that the proportion of women available for selection into more senior roles was less. This leads to a situation where there is less female representation at the senior level. Within the organisation senior roles attract higher rates of pay than junior roles and in general there are a greater proportion of men in these senior roles compared to women.



TBS workforce gender distribution pyramid according to pay

% of male & female employees in each pay quartile



Looking at the current gender split across the organisation we have already taken steps to ensure that the leaders of the future can be drawn from a talent pool that is more evenly balanced between genders so this should ensure that the structural difference leads to a closing of our gender pay gap over time.

What is our Gender Bonus Gap?

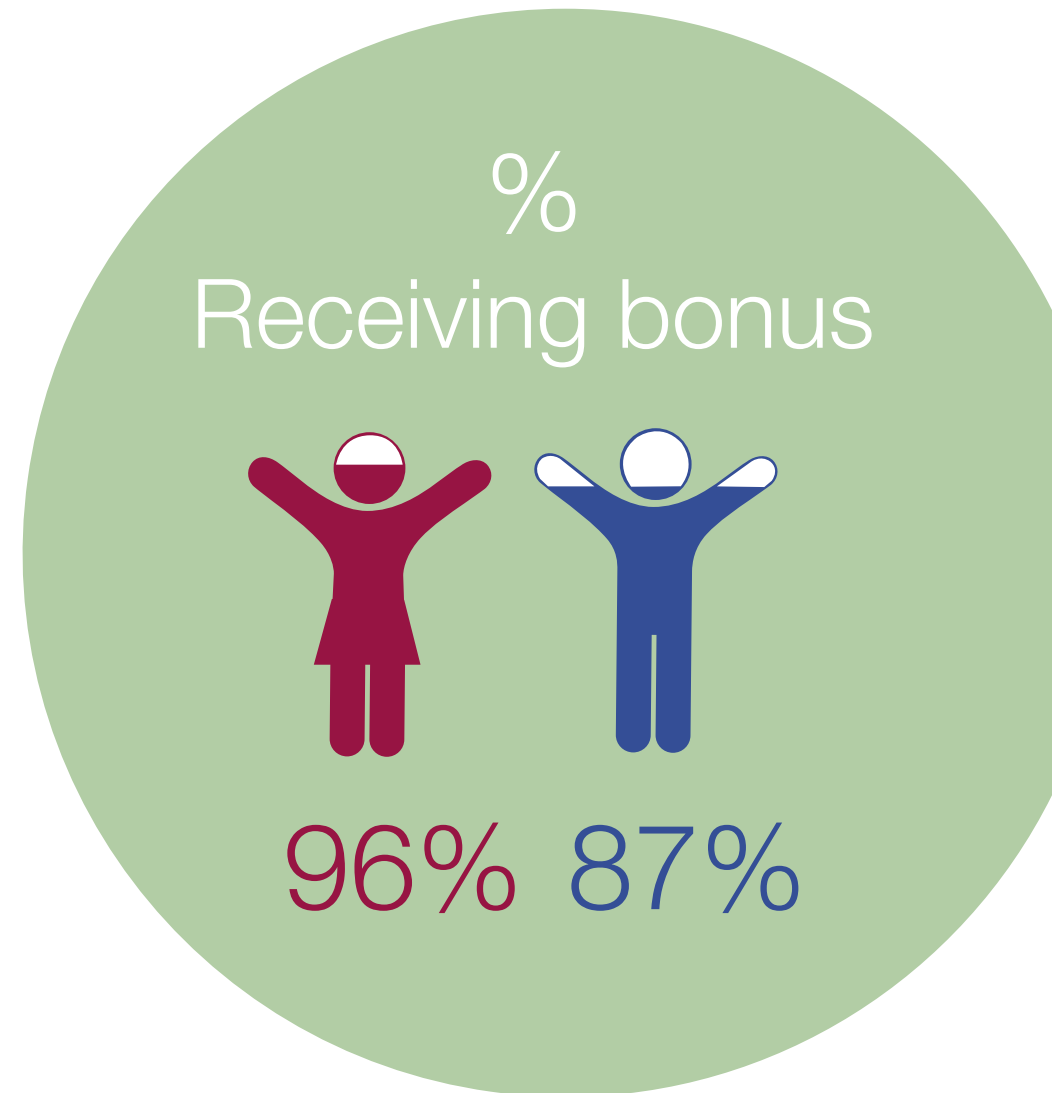
All employees had the ability to earn a bonus in the year that the figures related to, subject to eligibility criteria. Of the total population 96% of females received a bonus and 87% of males received a bonus.

Bonus Statistics:

Mean gender bonus gap:	72.57%	EXCLUDING DIRECTORS 33.89%
Median gender bonus gap:	0.00%	0.00%

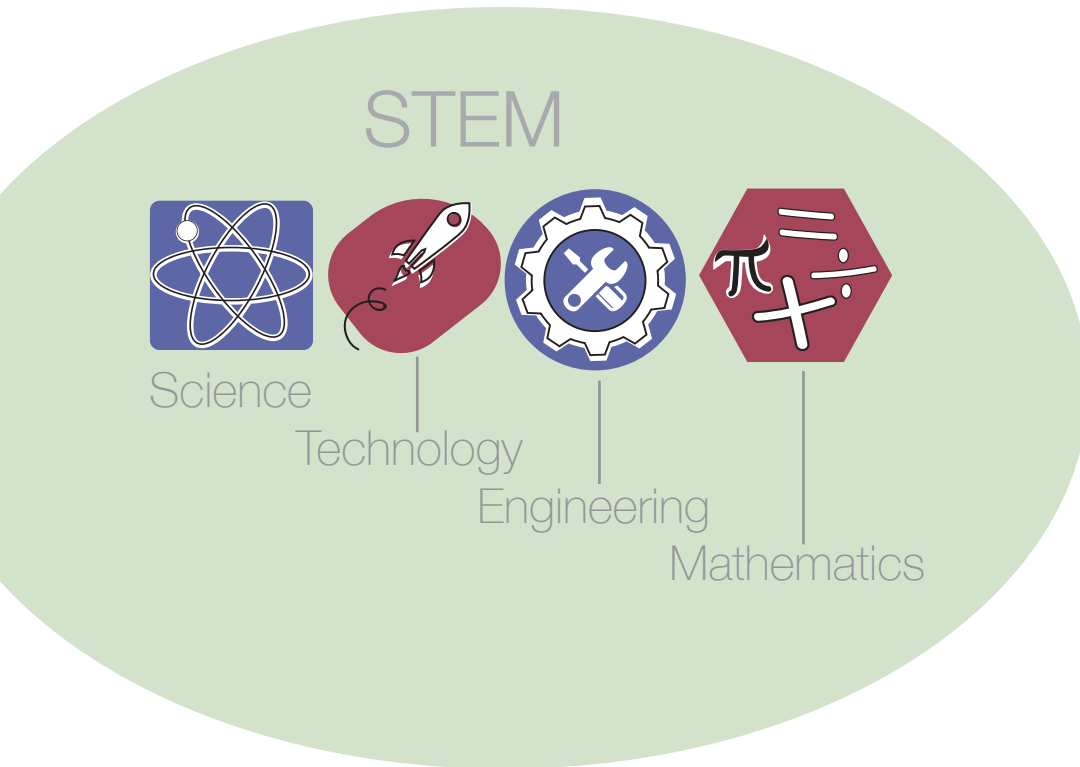
Why do we have a mean bonus gap but no median bonus gap?

A greater proportion of women were paid a bonus in 2017 than men. However the average bonus paid to men was higher than to women. This is due to more men being in senior roles in the organisation. The more senior roles have a greater proportion of their remuneration linked to their personal performance and the performance of the company, which is paid as a bonus. All of the Board and just over 65% per cent of the senior managers are male. These factors combine to mean that the Gender Bonus Gap is significantly higher than the Gender Pay Gap. However every employee is eligible for the year end bonus which is paid dependent on the Company's overall performance and the amount is fixed regardless of salary and therefore the median bonus point for men and women is the same.



So what do we intend to do to address the Gap?

We operate in a niche and specialist market, of which we are incredibly proud. Our employees are the most important part of the company and we wish to ensure we have a sustainable business to enable us to continue to attract and retain our talent for the future.



Many of the areas in which we operate are within the realms of STEM and these account for well over 70% of our employees. There is a long standing and widely recognised deficit in the level of female participation within STEM occupations; only 25 per cent of the UK's graduates and 21 percent of its workforce are female. In our company the figures are significantly better than this with over 50% of the work force being female across our STEM functions which bodes well for the future. However this does not immediately address the structural deficit of women in the most senior positions which relates to the positioning of STEM related careers dating back over 20 years ago. This is having a direct impact on our Gender Pay Gap today. Against this back drop we are proud that over one third of the senior management team are female. However we also recognise there is still further work to do.



There has been an ongoing initiative from Government to address the under representation of women in STEM and tackle this structural imbalance.

As a proactive business we also have our own initiatives to ensure we nurture our talent from the ground up with an apprenticeship scheme and by partnering with local schools from less privileged areas to introduce children to the STEM subjects from an early age, some of whom we hope will be among the leaders of the future.

Flexible



Working

We encourage a healthy work / life balance to encourage more women to return to work after maternity leave and to enable all employees to be considered for flexible working where appropriate. 11% of our employees work part time, of which 14% are male. Out of our total female population 20% work part time.

We also offer a range of different working arrangements which a significant proportion of our business, across all levels, take advantage of to enable them to create a work / life balance.

Our business is continuing to experience significant growth which has resulted in us recruiting over 100 additional permanent employees in the past 12 months including the creation of a number of new senior roles. However in line with the industry, the majority of these new roles (which has included 2 Directors) have been filled by men, therefore we recognise that this will have an impact on our Gender Pay Gap again next year so we do not expect to see a marked improvement in the short term.

We are confident that we have the right procedures and processes in place to ensure that everyone makes best use of their talents and fulfils their potential and that there are no barriers to achieving this between the genders.

Victoria Morbey
Group Head of HR

