

At Texecom we recognise the compelling moral and business cases for diversity and inclusion at work. We see diversity and inclusiveness as an essential part of our productivity, creativity, innovation and competitive advantage. Texecom firmly believe that our workforce is better when it reflects the diversity of talent in the communities in which we operate, and we strive to build a balanced and diverse workforce.

Our diversity and inclusiveness practices seek to ensure equality of opportunity and treatment for all. We aspire to ensure that opportunities are equally likely to be taken up by the diverse talent we need to succeed.

Gender pay gap data allows us to assess the impact of our diversity and inclusiveness practices on gender equality. We are confident that men and women are paid equally for equivalent work at Texecom. The present gender pay gap data at Texecom is reflective of us currently having fewer male colleagues in less highly paid occupations, and fewer female colleagues represented in senior roles.

During the 2018 reporting period, Texecom increased female representation across all quartile pay bands. As a successful and growing manufacturing company, Texecom has seen a disproportionate increase in entry-level and operator roles. Employing a greater proportion of female colleagues in these positions has adversely affected our gender pay gap data.

As a result, our median pay gap for the year ending the 5<sup>th</sup> of April 2018 was 12.6% (up slightly from the prior year's gap of 8%, but still below the industry average of 20.2%). Our mean or average pay gap for the same period was 30.4% (up from 27.6%, and above the industry average of 21.3%).

Although the gap has slightly increased this year, we are confident the longer-term trend will improve, and our continued efforts will help close the current gender pay gap and achieve our diversity goals.



Jim Ludwig  
Managing Director

## Gender Pay - Key Information

Dependent on skills and experience, we are confident that men and women are paid equally for doing equivalent work across the company.

However, the main reason for our gender pay gap is a disproportionately higher representation of male colleagues in higher paying occupations such as senior leadership roles and disproportionately higher representation of female colleagues in lower paying occupations – a significant factor driving this is the higher uptake of part-time and job share roles amongst female colleagues.

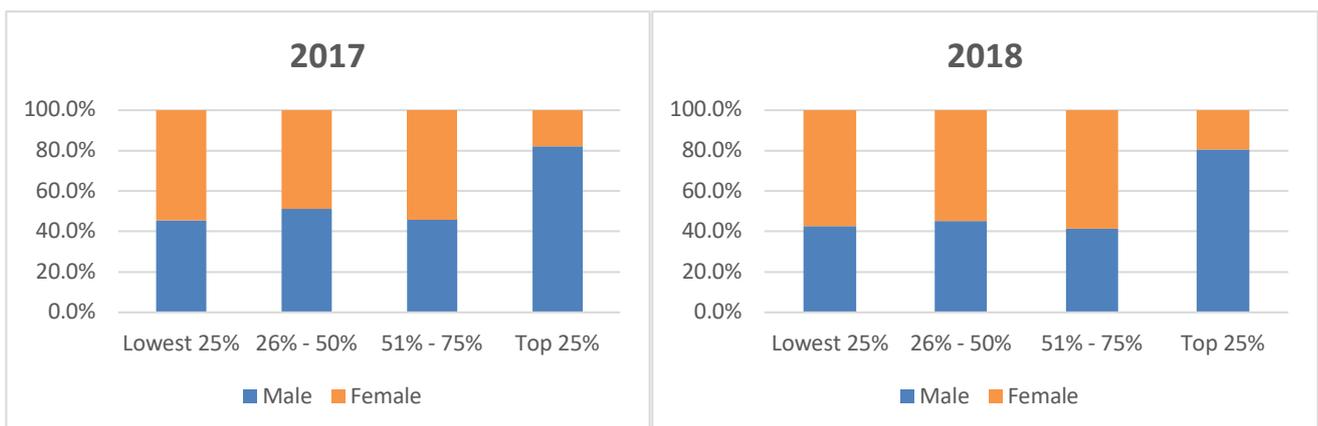
As can be seen from the reported figures it is the change in this representation that has led to a slight increase in our median and mean gender pay gap figures (rising to 12.6% and 30.4% respectively).

A secondary reason for our gender pay gap and the year to year fluctuations is the effect of variable pay and the interaction with some of the other primary factors of a representation gap.

## Reported Figures

| Texecom Gender Pay Gap Data | 2017                       | 2018                       |
|-----------------------------|----------------------------|----------------------------|
| (a) Mean Gender Pay Gap     | 27.6%                      | 30.4%                      |
| (b) Median Gender Pay Gap   | 8.0%                       | 12.6%                      |
| (c) Mean Bonus Gap          | 73.9%                      | 60.0%                      |
| (d) Median Bonus Gap        | 15%                        | 38.1%                      |
| (e) Bonus Proportions       | Male 81.9%<br>Female 70.1% | Male 82.6%<br>Female 77.1% |

### (f) Quartile Pay Bands (Headcount Ratio)



## **How we are addressing the gender pay gap**

We are hoping to build upon initiatives already in place by conducting more research into what actions can meaningfully reduce our gender pay gap and improve diversity with Texecom.

Research will seek to consider opportunities at each stage of employees or potential employees' careers within Texecom, to improve gender and diversity representation across our workforce.

Early research has identified opportunities to improve the gender representation in senior leadership careers. Whilst we will always select the best candidates for our vacancies, we believe actions to ensure gender equality in succession planning for senior leadership careers will have a positive affect on our pay gap.