

At Texecom we recognise the compelling moral and business cases for diversity and inclusion at work. We see diversity and inclusion 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 inclusion practices seek to ensure equality of opportunity and treatment for all. We work hard to ensure that opportunities are made available to all the diverse talent we need to succeed.

Gender pay gap data allows us to assess the impact of our diversity and inclusion 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.

Texecom is making progress with implementing initiatives to address the gender pay gap, notably through inclusive and diverse recruitment.

During the 2019 reporting period, Texecom increased female representation across three of the four pay bands, with the highest quartile increasing representation by 2.5%.

We also expect to see further progress in the coming year, where there have been a greater number of opportunities for senior appointments. In recent years, Texecom has increased female representation with three senior appointments in the roles of Financial Controller, Design & Innovation Strategist and People Services Manager.

Overall, our median pay gap for the financial year 2019 was 12.8% (similar to the prior year's gap of 12.6%). Our mean or average pay gap for the same period was 30.1% (down from 30.4%).

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.

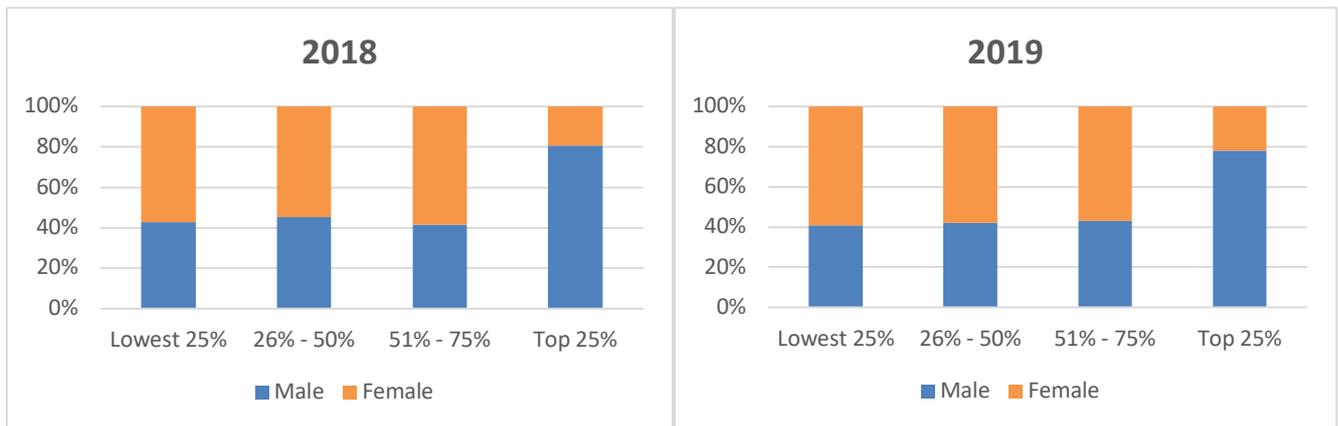
However, the main reason for our gender pay gap is a disproportionately higher representation of male colleagues in higher paying occupations such as senior leadership roles and disproportionately higher representation of female colleagues in lower paying occupations – a significant factor driving this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

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Reported Figures

Texecom Gender Pay Gap Data	2018	2019
(a) Mean Gender Pay Gap	30.4%	30.1%
(b) Median Gender Pay Gap	12.6%	12.8%
(c) Mean Bonus Gap	60.0%	71.3%
(d) Median Bonus Gap	38.1%	41.7%
(e) Bonus Proportions	Male 82.6% Female 77.1%	Male 83.8% Female 78.5%

(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.

We continue to identify 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 effect on our pay gap.