

Liberata Gender Pay Gap Report 2020

Pay and bonus pay gap

A comparison of the mean and median hourly gender pay gap as at 5th April 2020 and the mean and median bonus gap in respect of bonuses paid in the 12 months to the 5th April 2020 for Liberata UK Limited is shown below.

<u>Pay Gap</u>	<u>Bonus Pay Gap</u>
Mean Pay Gap 19.4%	Mean Bonus Gap 78.2%
Median Pay Gap 8.6%	Median Bonus Gap 80.7%

Proportion of male and female employees who received bonus pay

Male	5.1%
Female	2.4%

Proportion of male and female employees according to quartile pay bands

Hourly Pay Quartiles	Female	Male
Lower Quartile	70.8%	29.2%
Lower Middle Quartile	69.7%	30.3%
Upper Middle Quartile	70.1%	29.9%
Upper Quartile	57.2%	42.8%

Liberata gender make up

Female	66.9%
Male	33.1%

Liberata welcomes the opportunity to report our gender pay gap figures for 2020 and to continue to be transparent about our gender pay difference; diversity and inclusion have always been at the heart of our organisation and Liberata remains committed to creating a diverse and inclusive workplace for all. Our ambition is to continue to build a more diverse workforce that represents society and encourages diversity of thought to drive success. It is our aim to encourage our people to reach their full potential, demonstrating their strengths, perspectives and personality. We continue to create an inclusive environment where everyone is supported and empowered to make a valuable contribution. Whilst gender balance remains important, Liberata recognises the needs of other groups and that diversity has many facets. We have introduced initiatives to invest in future leaders, specialist training and continue to support flexible working so that all groups are fully represented throughout the business. It continues to be our aim to attract, develop and retain a diverse workforce at all levels and support

the principle of transparency. While we continue to make progress to create meaningful change, we know we still have a lot to do and a lot to learn.

It should be recognised that meaningful and sustained change takes time and at present our gender pay gap is a result of having fewer women in senior positions. Liberata's workforce consists of a high ratio of female employees (66.9%); this continues to be a key factor influencing our gender pay gap. These lower paid roles attract a higher proportion of women where flexible and part time working are desirable factors. These roles are awarded comparative salaries to the market in which Liberata operates; we continue to be confident in our analysis that throughout the organisation men and women doing equivalent roles are paid equally.

"Gender pay" is not the same as "equal pay"; since the Equal Pay Act of 1979, it has been illegal to pay different amounts to men and women who are doing the same work unless there is a genuine material factor for the difference. Gender pay compares the average pay of all female employees against the average pay of all male employees, regardless of individual roles performed. Equal pay compares the individual pay of men and women who are carrying out the same or equivalent work. Liberata is confident that as an organisation we do not promote any form of discrimination within our pay structures and where possible, continue to evaluate roles in accordance with our job evaluation scheme; we believe that everyone has an important role to play and that everyone is rewarded fairly.

Reviewing our bonus pay gap for 2020, our median gap is 80.7% and our mean gap is 78.2%; our gender bonus gap is larger than our gender pay gap due to fewer women holding senior positions within the organisation. It should be noted that bonus payments are non-guaranteed and only paid if specific performance criteria are met. We continue to seek opportunities to address our bonus pay gap and assure gender balance throughout all levels of the organisation.

As stated in previous reports, we acknowledge that a percentage of our workforce have TUPE transferred from a range of public and private sector employers. We remain committed to ensuring that employment rights are protected in accordance with the Transfer of Undertakings (Protection of Employment) Regulations.

It should be recognised that 2020 has been unlike any other year we have ever seen before; the COVID-19 pandemic has transformed life as we know it. Throughout the pandemic, Liberata took steps to provide our employees with non-financial support; this included access to mental health resources such as webinar training events, literature and employee updates together with flexible working arrangements for those with caring commitments. Where possible, we supported the mass mobilisation of our workforce to work from home in order to assure the health and safety of our people; and following risk assessment, have allowed those who were finding home working difficult to access our offices for occasional working, within Government guidelines. Evidence suggests that the indirect economic impacts of the pandemic are affecting women disproportionately, mainly due to caring responsibilities which have fallen on women more heavily than men. Liberata responded with a range of support for our people; we committed to ensure that no employee was penalised as a result of being unable to work due to the pandemic, whether due to illness, childcare or other caring commitments.

Liberata is one of the UK's leading business process providers and during this year, more than ever before, we have had to pull together as one team, support each other and draw on everyone's unique skills and expertise to sustain our business and satisfy the changing needs of our clients.

I confirm that the gender pay gap data included in this report is accurate and has been prepared in accordance with statutory regulations.



Charlie Bruin
Chief Executive Officer
Liberata UK Ltd