

Liberata Gender Pay Gap Report 2021

Pay and bonus pay gap

A comparison of the mean and median hourly gender pay gap as at 5th April 2021 and the mean and median bonus gap in respect of bonuses paid in the 12 months to the 5th April 2021 for Liberata UK Limited is shown below.

<u>Pay Gap</u>	<u>Bonus Pay Gap</u>
Mean Pay Gap	Mean Bonus Gap
19.1%	80.6%
Median Pay Gap	Median Bonus Gap
7.3%	85.7%

Proportion of male and female employees who received bonus pay

Male	7.7%
Female	4.8%

Proportion of male and female employees according to quartile pay bands

Hourly Pay Quartiles	Female	Male
Lower Quartile	69.4%	30.6%
Lower Middle Quartile	71.9%	28.1%
Upper Middle Quartile	71.1%	28.9%
Upper Quartile	57.4%	42.6%

Liberata gender make up

Female	67.4%
Male	32.6%

Liberata has published our gender pay gap figures for the last four years in accordance with UK law; again, we welcome the opportunity to report our gender pay gap figures for 2021, maintaining transparency regarding our gender pay difference. Liberata people and a diverse, inclusive culture continues to be an important priority and any success we experience comes from our people being able to reach their full potential. We strive to create a working environment where people feel equal and are supported on their journey through the business. As Liberata grows and develops it is our ambition to have people from different backgrounds play a part throughout our organisation as we recognise that diversity of thought and contribution will be a key factor in our success. We want Liberata to be a career defining organisation, to be an employer of choice and where clients are supported.

The principle of gender balance is important, however, Liberata recognises a 'broader picture' whereby, the needs of other groups are recognised as diversity has many dimensions. Last year, we

invested in leadership initiatives and we continue to support flexible, home and hybrid working in order that all groups are fully represented in our business. We are pleased with the progress we have made in respect of inclusion and diversity in the last twelve months and will strive to build a foundation for an inclusive and diverse culture in the future. Therefore, we acknowledge that although we continue to make progress to create meaningful change, we realise we still have work to do.

We continue to recognise that meaningful and sustained change takes time and at present our gender pay gap is a result of having fewer women in senior positions. Across the organisation, gender representation at each level within the business follows the same pattern as in previous years. Liberata's workforce consists of a high ratio of female employees (67.4%) which continues to be a key factor influencing our gender pay gap. These demographics are slow to change and have historically been influenced within Liberata as lower paid roles attract a higher proportion of women where flexible and part time working are desirable factors and we have always been proud to support our employee's choices. Such 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. It should be recognised that "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. As an organisation, Liberata does not promote any form of discrimination in respect of our pay structures and where possible, we continue to evaluate roles in accordance with our job evaluation scheme. In addition to ensuring that our people are remunerated appropriately for their skills and experience regardless of their level within the organisation, Liberata has worked hard via our health and wellbeing initiatives to support colleagues during the disruption by the pandemic. While the pandemic continues to impact the way we operate, as an organisation we have not made use of the Coronavirus Job Retention Scheme with no employee being placed on furlough, therefore, Covid-19 has not impacted upon our gender pay gap figures.

In respect of our bonus pay gap for 2021, our median gap is 85.7% and our mean gap is 80.6%; our gender bonus gap continues to be larger than our gender pay gap due to fewer women holding senior positions within the organisation. Bonus payments are non-guaranteed, being paid only if specific performance criteria are met.

Liberata continues to acknowledge that due to the nature of our business 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.

Although the short term impact of the Covid-19 pandemic has resulted in an overall trend, increasing gender pay gaps, in the longer term we recognise there could be a Covid dividend. The mass homeworking experiment created by the pandemic demonstrated that many of our roles could be performed from home. Where possible, Liberata supported the mass mobilisation of our workforce to work from home in order to assure the health and safety of our people. Now, more than ever, work is a thing you do not a place you go and this could benefit women as flexible working options could access untapped female talent to fill senior roles and therefore contribute to a fall in the gender pay gap. Liberata continues to embed inclusive recruitment practices into our organisation to enable a wider diversity of applicants for all positions at all levels.

Liberata, one of the UK's leading outsourcing providers, continues to be a vibrant and diverse organisation, reflecting the world around us; which is a key factor in understanding and satisfying the changing needs of our employees and 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