



# HARRY RAMSDEN'S GENDER PAY GAP REPORT 2017

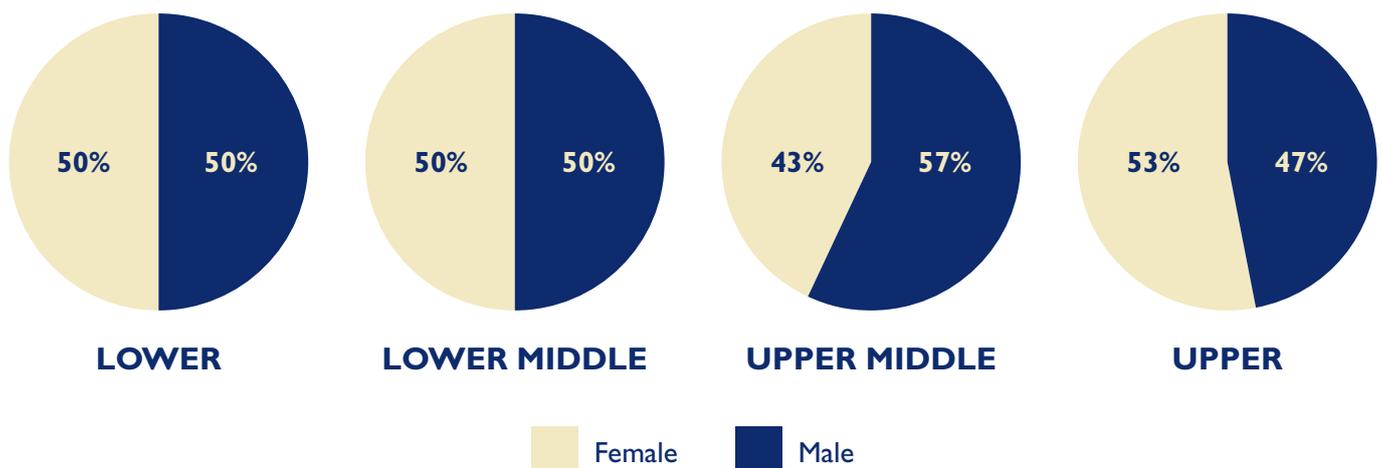
The gender pay gap is not the same thing as equal pay. Equal pay is about ensuring men and women performing the same or similar work are paid the same. By contrast, the gender pay gap is the statistical output of a calculation that involves grouping all employees performing all jobs together into one pool.

The UK government requires all employers with 250 or more employees to disclose their gender pay gap on an annual basis. The figures for **Harry Ramsden's** for 2017 are set out below.

## PAY AND BONUS GAPS

	MEAN	MEDIAN
<b>PAY GAP</b>	0.86% Lower	0.28% Lower
<b>BONUS GAP</b>	286.88% Higher	1134% Higher

## QUARTILES



## PERCENTAGE OF MEN AND WOMEN RECEIVING BONUSES

MEN	2.29%
WOMEN	3.35%

Our mean pay gap is only 0.86% and is significantly below the UK national mean gap of 17.4% and the median is also healthy at only 0.28% compared to 18.4%. Harry Ramsden's takes pride in the fact that men and women hold very similar amounts of roles, whatever the pay across the Company.

The bonus gap is as it is, because of the small number of people receiving a bonus and the differing amounts they receive.

The gender pay gap is a complex issue caused by a multitude of different factors, not all of which are within our control. Over the coming weeks, months and years we will be working hard to better understand what we can do to ensure we make the most of all of the talents of all of our team members, and we want to hear from them with any ideas that they have to reduce our pay gap and make **Harry Ramsden's** an even better place to work.

We continue to review our recruitment policies and procedures. We also take pride in offering opportunities to help people get into work irrespective of gender.

I confirm that this information is accurate at the time of publishing.



Tom Crowley, CEO