

**Harry Ramsden's**  
**Gender Pay**  
**Gap Report 2018**

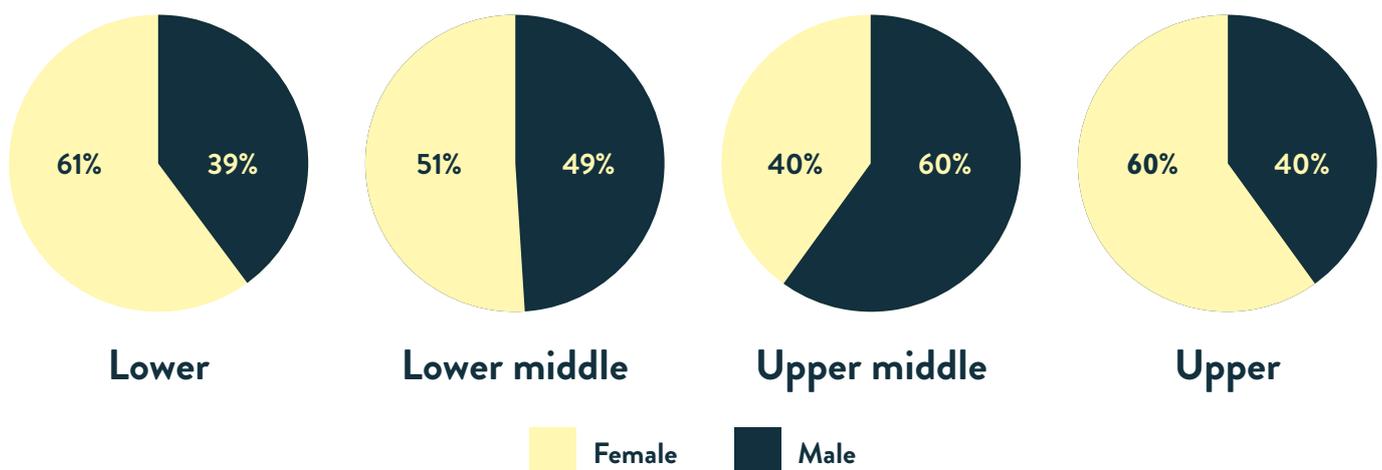
The gender pay gap is not the same thing as equal pay. Equal pay is about ensuring men and women performing the same or similar work are paid the same. By contrast, the gender pay gap is the statistical output of a calculation that involves grouping all employees performing all jobs together into one 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 2018 are set out below.

## Pay and bonus gaps

	Mean	Median
Pay gap	1.07% Higher	3.68% Lower
Bonus gap	1091% Higher	1212% Higher

## Quartiles



## Percentage of men and women receiving bonuses

Men	3.82%
Women	8.05%

At **Harry Ramsden's** we continue to be proud of the fact our gender pay gap results are once again significantly lower than national averages. Our results are a clear demonstration of the working practices we undertake in order to remain a fair employer with a solid and reputable employer brand.

We have a variety of roles within our business, which come with varying skill levels. Therefore, pay rates are adjusted accordingly to reflect the skill level required to fulfil the position undertaken.

The bonus gap seen is due to the small number of people receiving a bonus and the differing amounts they receive.

Our management team has naturally evolved to that of a slight female dominance but again there are very small numbers of individuals within these positions.

We are continuing to recruit through our established fair recruitment practices, and we have internal career progression opportunities, offering thorough training for each role irrespective of gender. We seek feedback from our team members and are open to suggestions they may have to support an improvement in our gender pay gap.

Equality continues to remain at the forefront of our people and business strategies and we look forward to retaining our credibility as a fair employer.

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



Tom Crowley, CEO