

## Flamstead Holdings: Gender Pay Gap Statement

The Flamstead Group recognises that if we are to attract and retain a workforce that is representative of our local communities, we must have policies and practices in place to ensure this. Our Equal Opportunities Policy has been in place for many years and applies to our recruitment, training and succession activities.

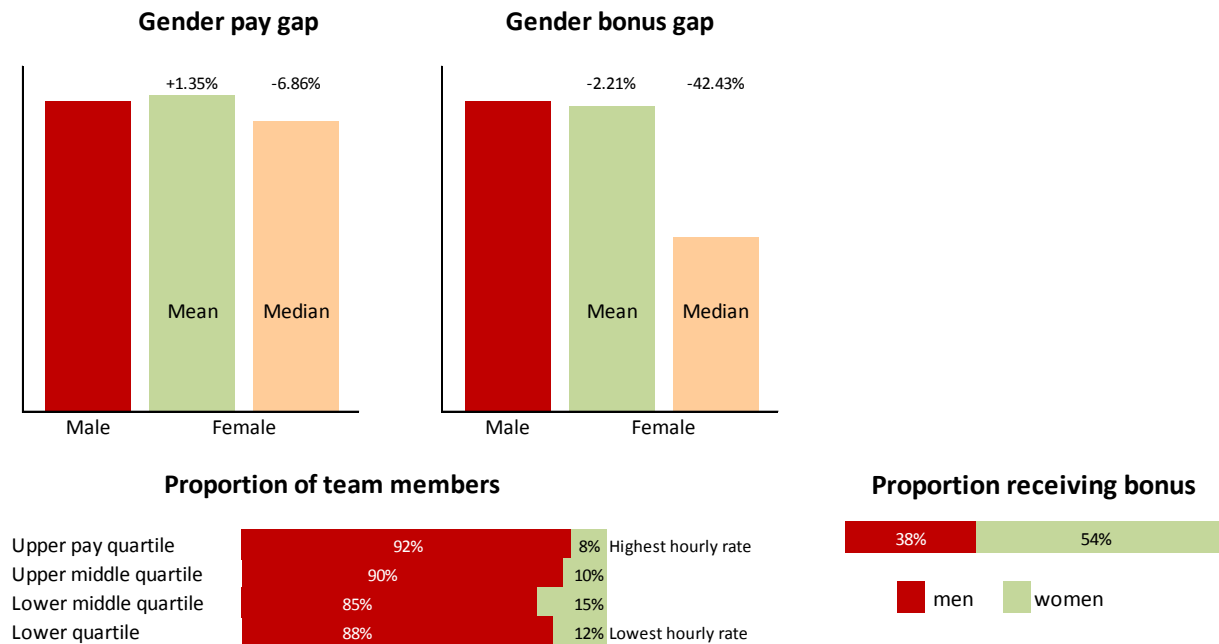
We are delighted that our published figures demonstrate the success of these policies. However, we are committed to continuing our focus on these important matters.

Employers with over 250 employees are now required under law to publish their gender pay gap. The gender pay gap is defined as the difference between the mean or median hourly rate of pay that male and female colleagues receive.

The **mean pay gap** is the difference between average hourly earnings of men and women.

The **median pay gap** is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all the salaries in the sample and lines them up in order from lowest to highest, selecting the middle most salary.

Figures are quoted as at 5 April 2017:



Flamstead Holdings' gender pay gap figures as seen above are very positive and demonstrate the strong representation of senior women within our business.

It is recognised that the industry within which we operate means it can be more difficult to attract females to the roles available. We do however have female representation within all parts of the business, as demonstrated by the proportion of males to females across the quartile pay bands. We are also confident that men and women are paid equally for performing equivalent jobs across our business.



**Roger Hartshorn**  
Group CEO

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