



# Gender Pay Gap

Awin London



# Gender Pay Gap Explained

- At AWIN Ltd (“Awin”), we know and recognise the importance of equality to our business and to our employees, and are therefore committed to ensuring that all elements of our business strive to achieve this. Under the government legislation, Awin are required to publish details to show the findings of our gender pay gap and we have therefore taken time to analyse the pay differences between our male and female employees, shown in the analysis of the data below. The below also provides recommendations for how Awin can progress with these findings to ensure we are striving for equality and equal pay in all elements of our business.
- The gender pay gap shows the average hourly rate of pay between women and men in an organisation, expressed as a percentage of the average male earnings.
- Gender pay gap is not the same as equal pay, which is the legal requirement to pay men and women the same for equal work.

# Conclusions

I would like to present an assessment and commentary of our gender pay analysis. The overall headline figure indicated we have made some progress on 2017 with a median gender pay gap of 14% and a mean pay gap of 20% in favour of males (compared to 14% and 23% for 2017). I view this important assessment from two related but different questions:

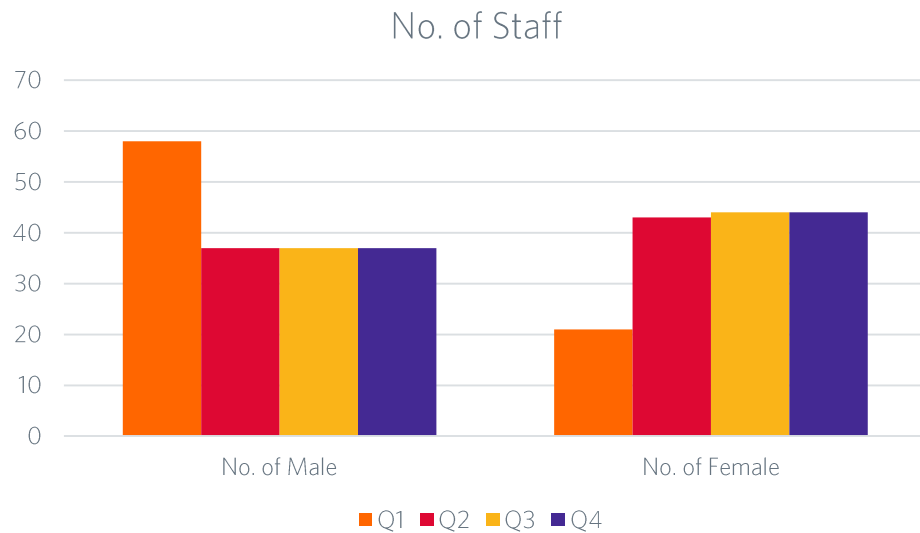
- Do we have a good distribution of men and women at all levels and functions within the business?
- Do we pay men and women the same relative to their experience and performance?

The analysis suggests that we are making progress in a number of areas such as the UK management team which is 80% female, or with the fact that we have no appreciable pay gap across 75% of our employee population (quartiles 2, 3, and 4), but that still have work to do when it comes to women in very senior and more technical roles.

The data also helps to confirm that we pay equally for men and women performing the same role within the business with only minor variations in mean hourly pay which are a function of population size and experience (for example we have more experienced female account managers than male hence on average female account managers are paid more).

# Approach

At Awin we strive for equality amongst all staff and our results to calculate the differences in gender pay have shown that this is generally achieved. As of February 28<sup>th</sup> 2019, we had a total of 321 members of staff, of whom 169 were male and 152 female. Of the employees at Awin, 4 are non-full-time. Of those working part-time, 75% were female. Due to the small sample we have not seen the same differences that other companies may have found with regards to a gap in pay associated with females working part-time in comparison with male colleagues working full-time.



Before taking a deeper look at the percentage differences in hourly pay for staff at Awin, it is worth noting the mix of roles across the quartiles (our employment population ranked by pay and then split into four equal sized groups), particularly in the first quartile. The first Quartile includes two thirds of our global Executive board, our local Country Manager, and our most senior Engineering and more Technology leadership roles. As most of roles are currently filled by males, this has a pronounced impact on our overall gender pay results.

Awin has been striving to combat this separately by encouraging Women in Tech events to be hosted in the London office in the hope that more females may take an interest in the Technology element of our business, and therefore, making the gap here even more equal. Moreover, our Executive Team will be welcoming a female CFO this year, which is a step in the right direction.

# Results – Awin London

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The median (difference between the 'middle' ranking male and middle ranking female) pay gap across all roles in the UK is 14% (unchanged from last year)

The mean pay gap (average pay difference between men and women) across all roles in the UK is 20% (3% down on last year).

The main issue behind the 'gap' in each calculation relates to quartile 1, where there is 10% mean pay gap and 2% median pay gap. Across quartiles 2, 3, and 4 where 75% of our population are, there is no appreciable pay gap with only small deviations on a mean or median basis.

- Quartile 2: 0% (mean), 0% (median)
- Quartile 3: -2% (in favour of females), 0%
- Quartile 4: 1%, 0%

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**For the UK Business Unit (excluding central/group functions), the results are as follows:**

- **3% mean pay gap, 0% median pay gap**

# YOY Comparison

We have successfully seen a 3% reduction in overall gender pay gap from last year. Moreover, both Management and Central Business Units have seen a reduction of a minimum of 20% in their Gender Pay Gap.

2019	All	Q1	Q2	Q3	Q4	UK	Central	R&D	Tech	Management
% mean difference	20%	10%	0%	2%	1%	3%	10%	2%	-	11%
% median difference	14%	2%	0%	0%	0%	0%	1%	8%	-	13%

2018	All	Q1	Q2	Q3	Q4	UK	Central	R&D	Tech	Management
% mean difference	23%	15%	5%	0%	0%	0%	39%	7%	-	35%
% median difference	14%	0%	0%	0%	-9%	0%	32%	0%	-	30%

# Gender balance aims and actions

Awin is committed to a fair policy ensuring that people are rewarded based on their capabilities, experience, and tenure regardless of sex, race, religion, etc. This can be evidenced through the following example where we look at mean pay for given roles. We do indeed present what appears to be a positive pay bias towards female account managers, but this is this purely a function of the number of females in this role and, by extension, the number of experienced account managers within the business.

	<u>Campaign Assistant</u>	<u>Account Executive</u>	<u>Account Manager</u>
Male	0%	0%	1%
Female	0%	0%	-7%

## What have we done?

- In February 2018 we held an agile working workshop with all management and had subsequent sessions with staff to embed a flexible working culture which naturally benefits female employees and parents within the business who may otherwise struggle with work/life balance
- In October 2018 we held our very first Diversity Awin panel event with 4 external specialists on this topic to shed some light on unconscious bias and how each Awin employee
- In Q4 2018 we facilitated an Inclusive Leadership workshop with our senior management team to specifically hone in on diversity and barriers to entry, as well as come up with potential strategies to tackle the lack of collaboration between our Client and Tech business units
- Celebrated International Women's day addressing female issues with males and females.

# Comparison to the rest of the UK

It is useful to understand and compare how these results look against the wider picture. According to the ONS figures from 2018, for the **economy as a whole**, the median gender pay gap **17.9%**. When comparing this to Awin, the **median is smaller at 14%**. Organisations in London have the largest difference in male and female average median pay at 13.7% in full-time roles, compared to 8.6% for the UK. Considering only full-time employees Awin's pay gap is still 14%. As already mentioned, the median could be greater than that calculated for the economy due to the low number of females currently in the Technology roles that tend to receive greater pay; just 7% of all engineering roles and 0% of IT roles at Awin London are carried out by women and is, therefore, an area that needs to be considered when analysing the pay gap data.



# Ambition and Targets for 2019

- We are partnering with Marketing and our Social Committee to devise ways of attract more females into our Product & Technology departments this year, with a goal of attracting 5% more females
- Management training on unconscious bias
- Introduction of a female CFO to diversify our Executive Board
- Ensuring, where possible, that we have female and male candidates for open positions and promotions
- Supporting a UK speaker diversity initiative to train and encourage a more diverse group of confident speakers
- Female mentorship programme
- Women's working group
- Review our paternity leave policy to encourage more men to share parental responsibility