



Gender Pay Gap Report 2017

**Snapshot Date:
5th April 2017**

Our Values



INNOVATION



PARTNERSHIP



EXCELLENCE



INTEGRITY

Foreword

At Meridian we believe that everyone, whatever their role, makes a valuable contribution towards the success of our business. In turn we ensure that everyone is rewarded fairly for the work that they do and has access to the same opportunities to develop and grow. We believe in being an inclusive and diverse organisation where anyone can reach their full potential.

What is the Gender Pay Gap?

The gender pay gap measures the difference in average hourly pay between men and women across all levels of seniority in a company and is expressed as a percentage of men's pay. A positive percentage means that the average hourly pay for men is higher than that of women, whilst a negative percentage indicates that the average hourly pay for women is higher. It does not measure equal pay, which refers to how much a man or a woman is paid for doing the same or similar role.

Our Results

For the purpose of the Gender Pay Gap Regulations, we are required to report on both Meridian Business Support Ltd and its holding company, Meridian Business Support Group Plc. The results below include Meridian's permanent employees and its temporary workers who were engaged on either a Contract for Services or Employment Contract, on the snapshot date of 5th April 2017.

On the snapshot date, Meridian employed 258 permanent employees, of whom 106 were males and 152 were females. All permanent employees are paid on a monthly basis and are eligible to participate in a relevant profit share scheme.

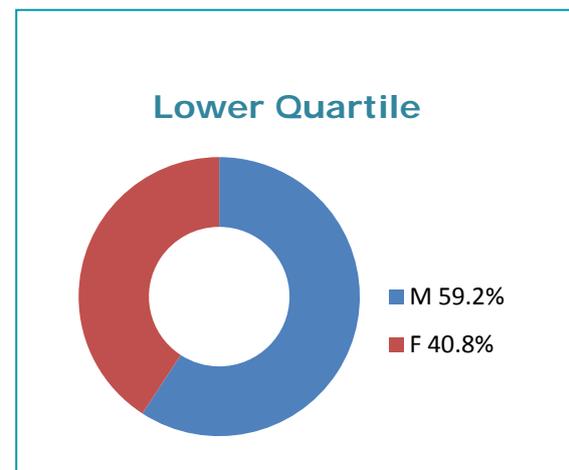
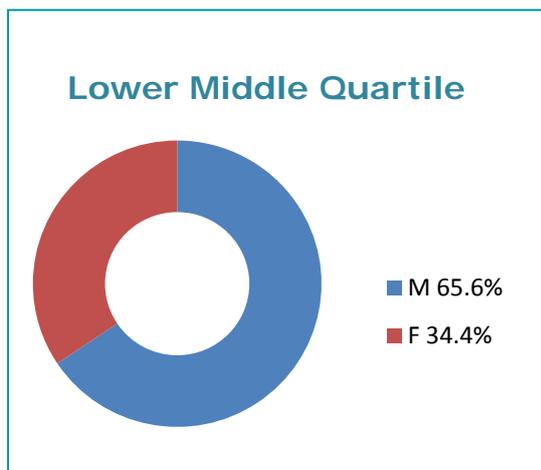
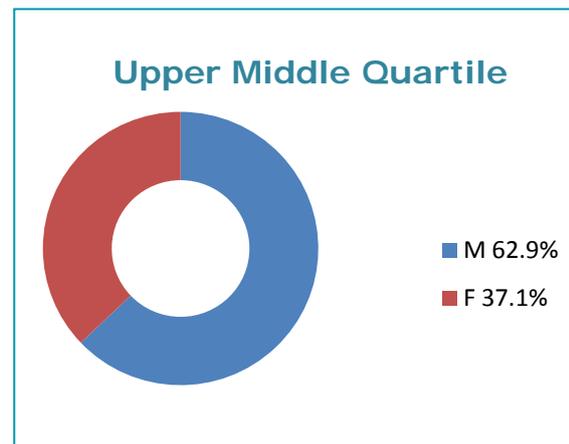
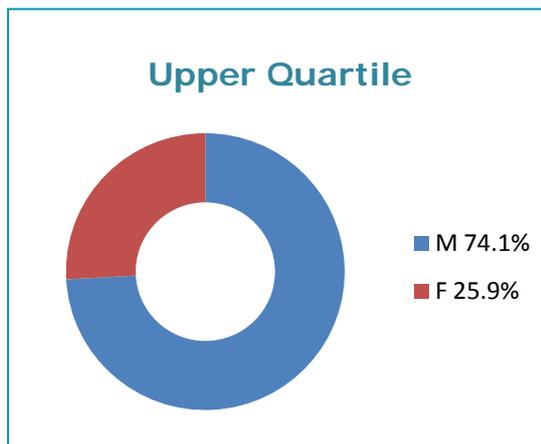
On the same date, 3,160 temporary workers were engaged on either a Contract for Services or Employment Contract. Of these, 2,131 were males and 1,029 were females. Temporary workers are paid on a weekly basis and none receive any bonus. Whilst it is the end user client who dictates the rates of pay, Meridian along with its clients ensures that temporary workers are paid the same hourly rate irrespective of gender. The gap can be explained by the fact that there are some highly specialised temporary roles such as engineers, electricians which attract mainly male candidates and a significantly higher hourly rate of pay.

	Employees	Temps	Combined
Mean Gender Pay Gap	16.3%	8.8%	6.1%
Median Gender Pay Gap	17.3%	4.8%	4.9%
Mean Gender Bonus Gap	56.3%	n/a	
Median Gender Bonus Gap	72.9%	n/a	
Proportion of males receiving a bonus	76.4%	n/a	
Proportion of females receiving a bonus	73%	n/a	

Population by Pay Quartiles

Combined results

These quartiles depict the pay rates from the highest to the lowest for all permanent employees and temporary workers, split into four equal sized groups and with the percentage of males and females in each group. The total population is 3,418 employees and workers, of whom 34.5% are female.

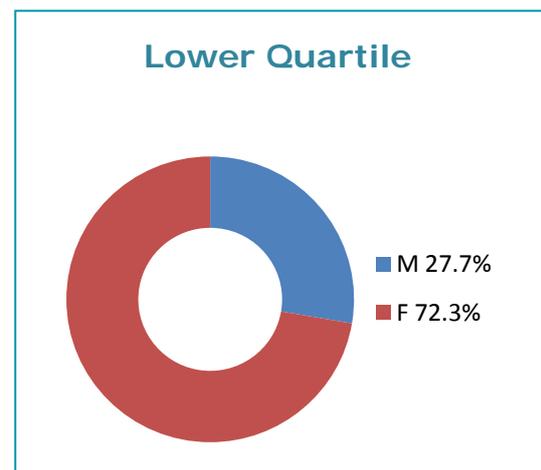
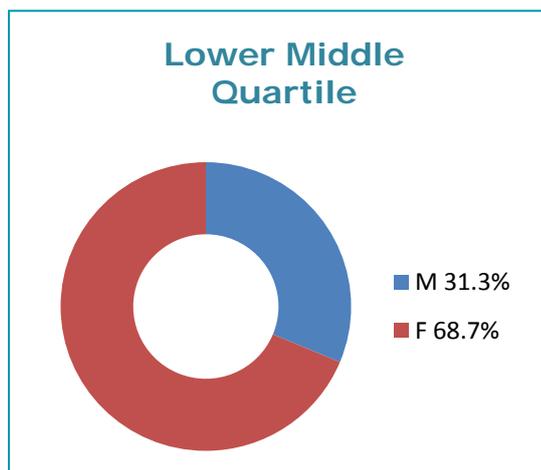
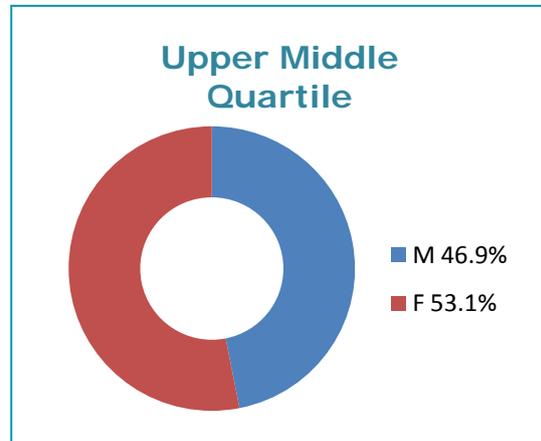
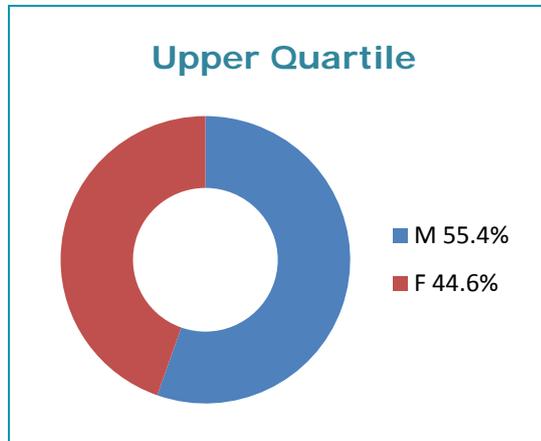


When analysing the combined results, out of a total of 3,418 employees and workers who fall under the scope of the Gender Pay Gap Reporting, 7.5% of this population are permanent Meridian employees. The rest of the report will focus on the results for permanent employees on their own as this is believed to be more meaningful for Meridian.

Population by Pay Quartiles

Permanent employees

These quartiles depict the pay rates from the highest to the lowest for all permanent employees, again split into four equal sized groups and with the percentage of males and females in each group. Out of the total population of 258 employees, 58.9% are female.



The results of the upper quartile above reflect that there were more males in senior and leadership positions in the business. Whilst the Executive Board was made up of a ratio of three males to two females, the Operational Director roles were predominantly filled by males.

Females are better represented in the upper middle quartile which reflects that there were more females than males in Head of Department and Operational Management roles.

The upper lower and lower quartiles have a higher proportion of females which is attributable to the fact that Meridian offers flexible working which enables our employees to achieve the right balance between work and family life; this flexibility is mainly requested by females. 58 of our people work part time, 20.9% of the working population, with 54 of these being female (35.5% of the female population). Whilst 11 of our part time female employees are in management positions, 18 are in operational support roles which typically attract a lower hourly rate of pay than operational fee earners.

Hourly Rate of Pay

Our mean gender pay gap for permanent employees is 16.3% which is below the national average of 18.4% as stated by the Office National Statistics (ONS) 2017 figures. Like many other UK companies, we recognise that this is largely attributable to the fact that we have more males employed in senior management and leadership roles.

Decisions to promote and recruit are always based on skills and ability, irrespective of gender.

Bonus Pay

All our people make a valuable contribution to our business and it is important to us that everyone is rewarded fairly for their performance. For those in client facing operational roles, there are standard profit share schemes for each job type which everyone in that job type participates in, irrespective of gender. The quantum of the bonus earned is dependent upon individual performance and achieving the required thresholds.

For support roles, profit share is calculated on the overall performance of the business, not on individual performance. This profit share scheme is applied to every support role regardless of gender.

Commitment to Bridging the Gender Pay Gap

At Meridian we recognise that being an inclusive and diverse employer is not just the right thing to do, it is also good for our business. We are committed to attracting and retaining the best talent, regardless of gender, so we can continue to provide an excellent service to our clients. Meridian is somewhere where people can fulfil their potential regardless of their gender, education or background.

We have a structured management development programme to help our people prepare for the step up to a management role; 75% of the participants on the most recent programme are female. We will be rolling out a similar development programme targeted at established managers in the coming months.

We are also looking at developing a mentoring programme to support those managers looking to move into a more senior or leadership role. In addition we will be introducing maternity mentoring to help support new mums in the hope that this will encourage more females to return from maternity leave.

Finally, we have a Talent Acquisition team whose strategic objective is to promote from within wherever possible. With a focus firmly on succession planning and organic growth, this will lead to more development opportunities for our people, regardless of gender.

I can confirm that this report has been written in line with the Gender Pay Gap legislation and the figures contained within it are correct.

Jeanette Barrowcliffe

Finance Director