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Thorn Baker Ltd

Gender Pay Gap Report @ 5<sup>th</sup> April 2017

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Financial Controller

## Executive Summary

Thorn Baker Ltd has two types of employee – our own permanent staff being consultants and support and administrative staff; and our temporary workforce being those supplied by Thorn Baker Ltd who are on hire to our clients. We operate in three core sectors which are construction, industrial and facilities maintenance. For the purpose of this report and for greater clarity, we have reported the requisite data according to the employee type and sector of the employee (with facilities maintenance being combined with industrial), along with the overall values.

Thorn Baker is a meritocracy. We operate the same bonus scheme for our consultants irrespective of gender. The scheme is uncapped providing equal access to bonus payments subject only to the individual's performance.

The Gender Pay Gap report is different from the Equal Pay report. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman. The gender pay gap shows the differences in the average pay between men and women.

23.01%

• **Mean Gender Pay Gap**

• This is the difference between the mean hourly rate of pay that male and female full-pay relevant employees receive.

19.67%

• **Median Gender Pay Gap**

• This is the difference between the median hourly rate of pay that male and female full-pay relevant employees receive.

63.80%

• **Mean Bonus Gender Pay Gap**

• This is the difference between the mean bonus pay that male and female relevant employees receive.

87.66%

• **Median Bonus Gender Pay Gap**

• This is the difference between the median bonus pay that male and female relevant employees receive.

78.05%

• **Percentage of Men in receipt of a bonus payment**

82.86%

• **Percentage of Women in receipt of a bonus payment**

## The Mean Gender Pay Gap of Average Hourly Earnings

A mean average involves adding up all of the numbers and dividing the result by how many numbers were in the list.

Mean averages are useful because they place the same value on every number they use, giving a good overall indication of the gender pay gap, but very large or small pay rates or bonuses can 'dominate' and distort the answer. For example, mean averages can be useful where most employees in an organisation receive a bonus but could be less useful in an organisation where the vast majority of bonus pay is received by a small number of board members.

**Combined Staff 23.01%**

**Permanent Staff 40.15%**

**Temporary Staff 30.06%**

Sales  
36.86%

Support  
32.18%

Construction  
30.95%

Industrial  
5.34%

## The Median Gender Pay Gap of Average Hourly Earnings

A median average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

Median averages are useful to indicate what the 'typical' situation is i.e. in the middle of an organisation and are not distorted by very large or small pay rates or bonuses. However, this means that not all gender pay gap issues will be picked up. For example, a median average might show a better indication of the 'middle of the road' pay gap in a sports club with a mean average distorted by very highly paid players and board members, but it could also fail to pick up as effectively where the pay gap issues are most pronounced in the lowest paid or highest paid employees.

**Combined Staff 19.67%**

**Permanent Staff 36.06%**

**Temporary Staff 19.82%**

Sales  
25.30%

Support  
6.07%

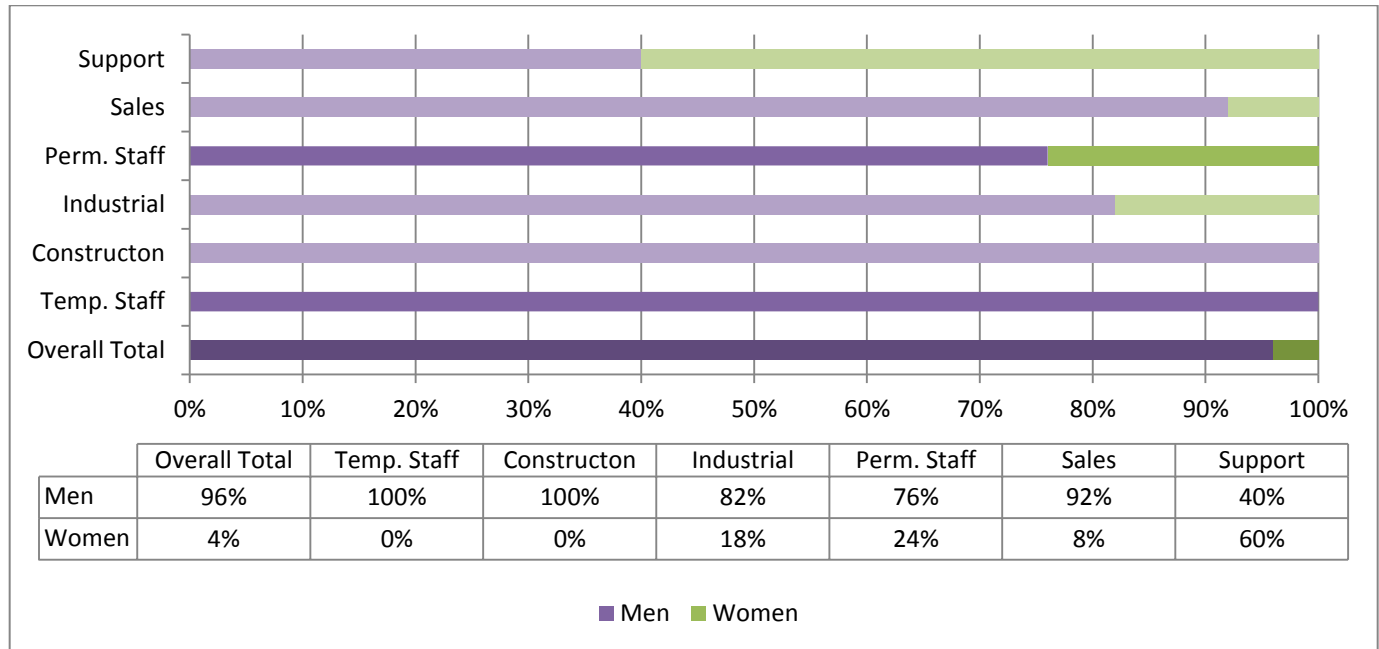
Construction  
20.00%

Industrial  
1.23%

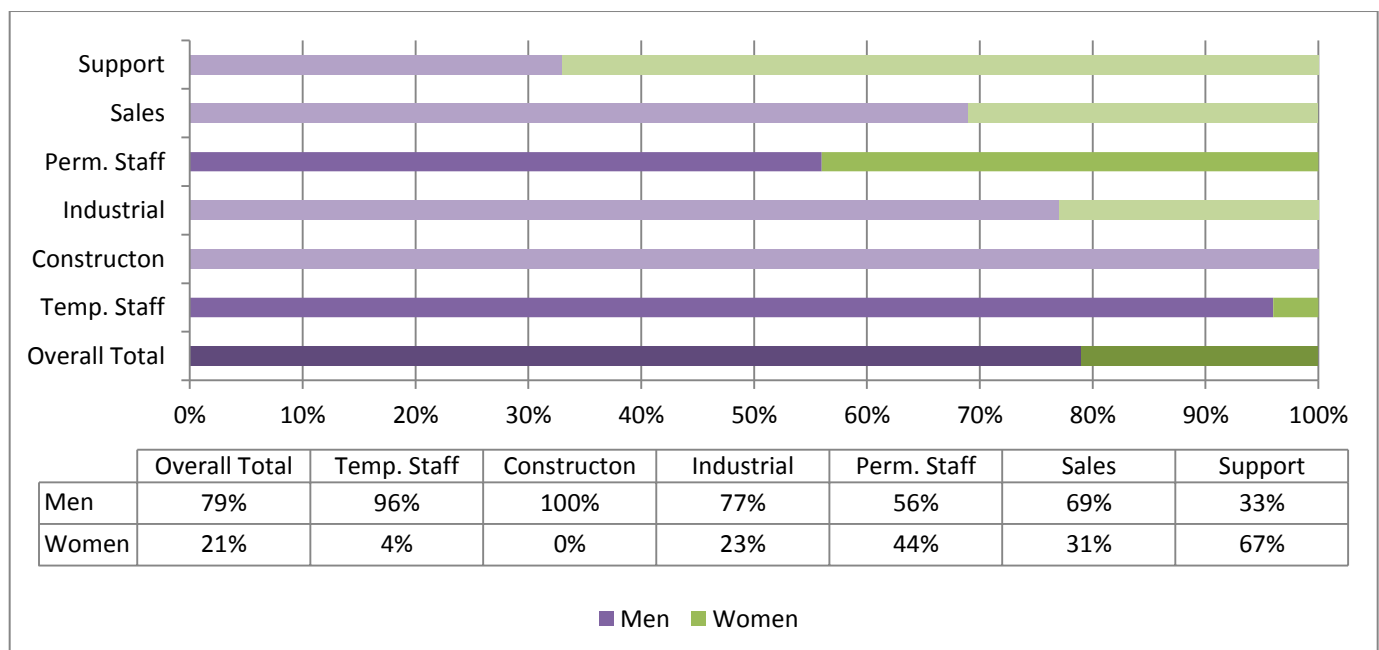
## Quartile Analysis

This calculation requires an employer to show the proportions of male and female full-pay relevant employees in four quartile pay bands, which is done by dividing the workforce into four equal parts.

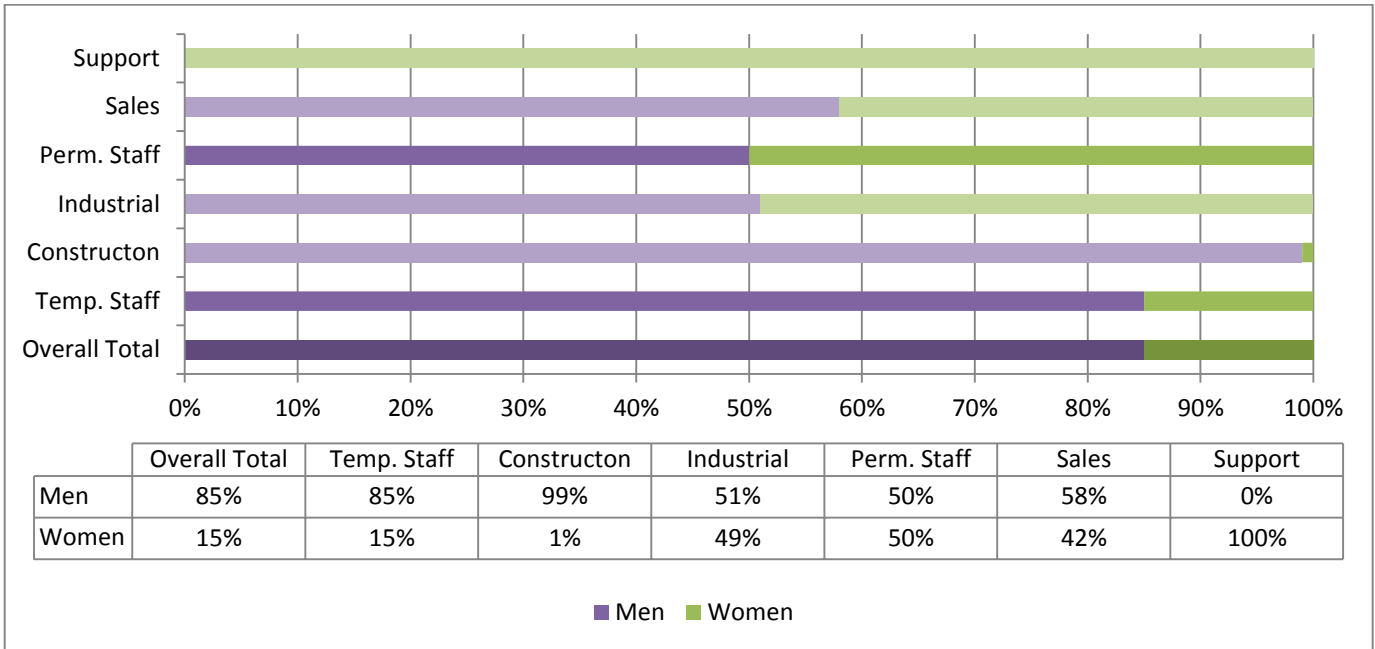
### 1<sup>st</sup> Quartile



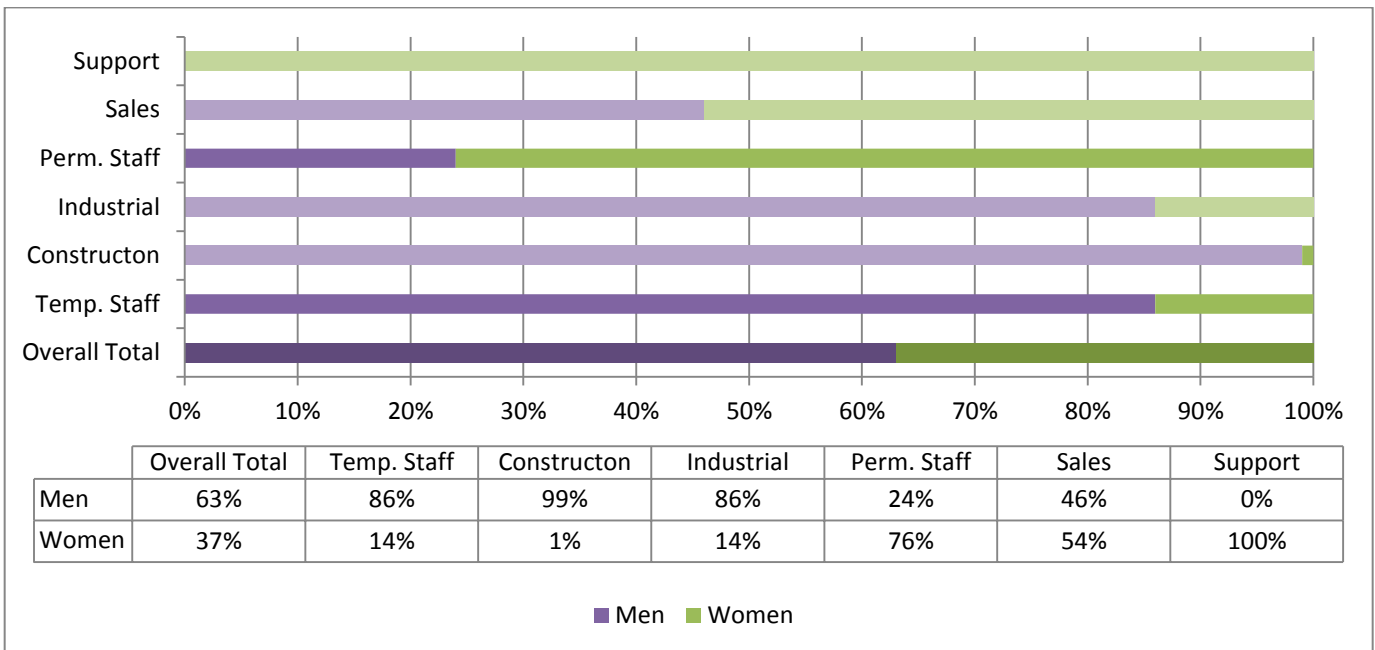
### 2<sup>nd</sup> Quartile



### 3<sup>rd</sup> Quartile



### 4<sup>th</sup> Quartile



### The Mean Bonus Gender Pay Gap

This calculation requires an employer to show the difference between the mean bonus pay that male and female relevant employees receive.

Combined Staff 63.80%

Sales Staff 50.96%

Support Staff -1151.46%

### The Median Gender Pay Gap

This calculation requires an employer to show the difference between the median bonus pay that male and female relevant employees receive.

Combined Staff 87.66%

Sales Staff -49.20%

Support Staff -220.00%

### The Proportion of Males and Females Receiving a Bonus

Comparing these results will indicate how much more likely male relevant employees are to receive any amount of bonus payment compared to female relevant employees (and vice versa).

