

April 2019

Gender Pay Gap Report 2018

Arvato Financial Solutions
Limited

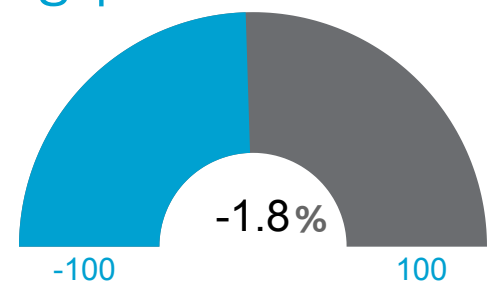
About this report

As a UK based organisation with more than 250 employees we are required in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 to publish key metrics in relation to gender pay gaps.

Report context

This report covers the 12 month period up to 5th April 2018. We confirm that the information contained within this report is accurate and has been produced in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

Our gender pay gap



The % difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees

"We strive to attract and retain the very best employees regardless of their gender, race, ethnic origin or background, and which reflect the diversity of the communities within which we operate..."

Debbie Nolan (CEO)



Our gender pay gap figures



The percentage difference between the mean hourly rate of pay



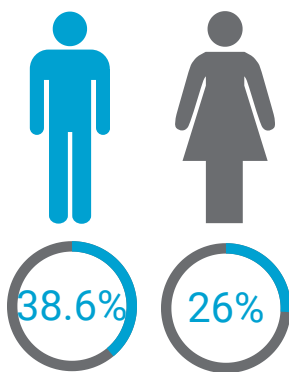
The percentage difference between the median hourly rate of pay



The percentage difference between the mean bonus pay paid

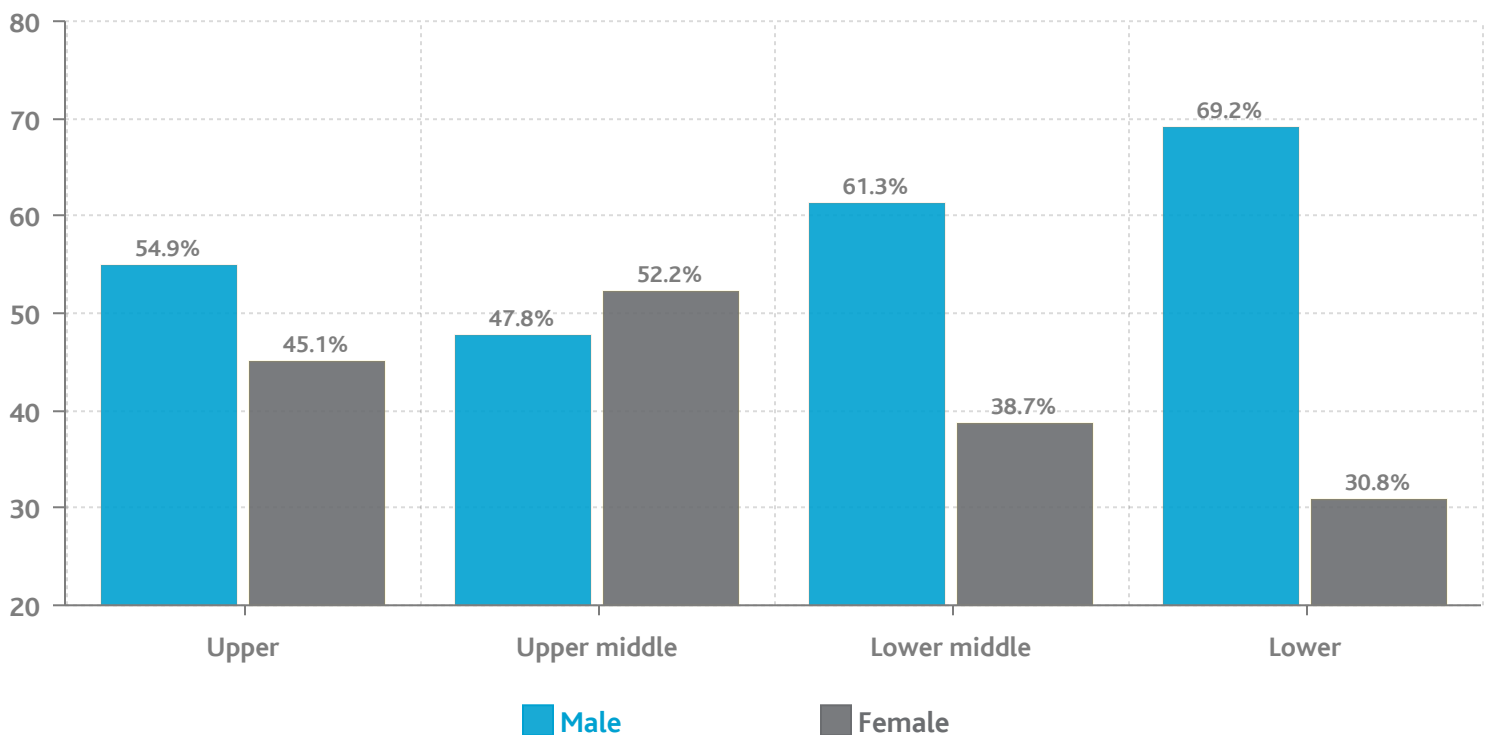


The percentage difference between the median bonus pay paid



The proportions of male and female relevant employees who were paid bonus pay

Gender split by pay quartile

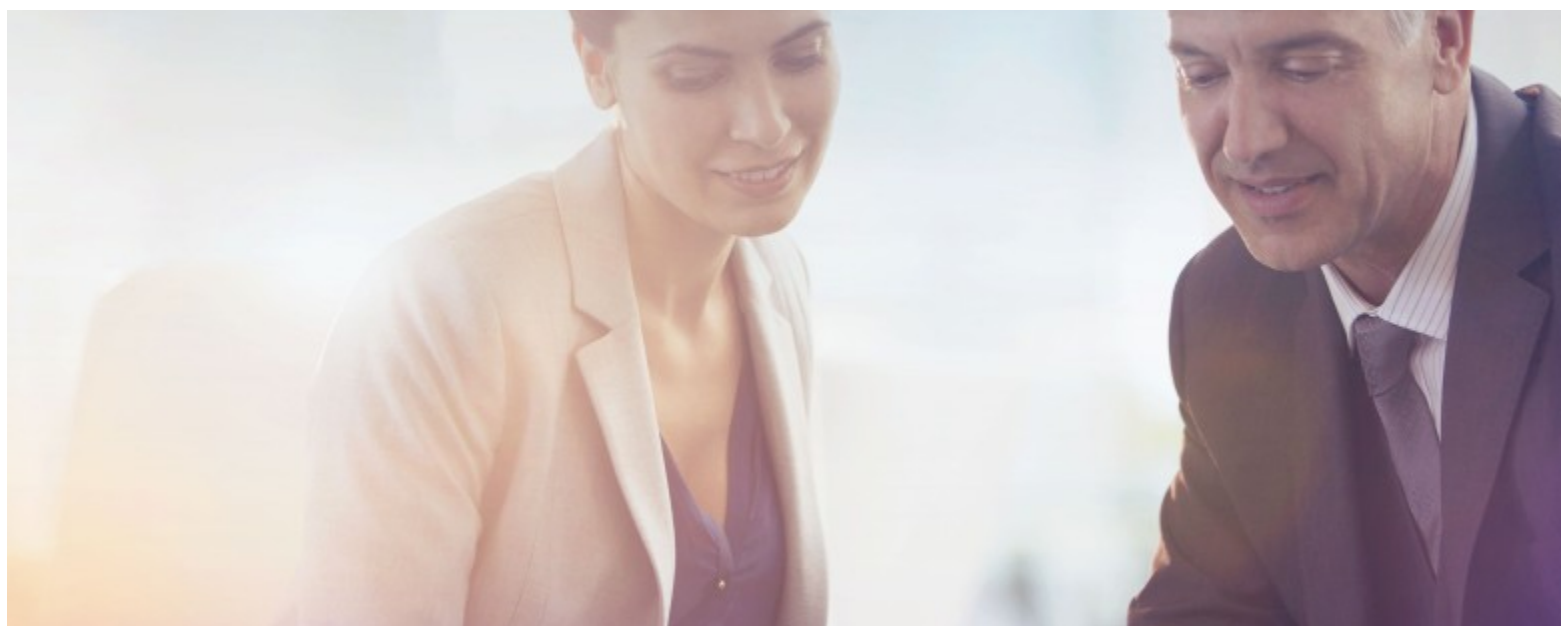


Understanding our gender pay gap

At the snapshot date we had 459 employees, of these 44% were female. Our gender pay gap is -1.8% mean and -13.1% median with the difference being driven by the appointment of more females into senior roles and a change in mix towards males in our entry level call centre roles.

Our organisation had a bonus gender pay gap of 63.4% mean and 81.2% median with 38.6% of males and 26.0% of females receiving a bonus during the period. The bonus gap across our organisation results from the higher proportion of males in board level positions, combined with the gender mix in our field services operation which involves doorstep collections and attracts more male candidates. This area of our business has a more significant proportion of total reward earned from bonus than other roles.

Excluding our field services business, 20% of males received a bonus during the period compared with 24% of females.



Nurturing a workforce built on equality, diversity and inclusion

We are committed to being an employer of choice and continually strive to create an inclusive, challenging environment that recognises and rewards our employees' achievements. We are aiming to ensure that everybody has the opportunity to reach their full potential and we are passionate about providing our people with the training opportunities and support they need to develop their careers and grow professionally as part of our company. We want Arvato to be a place where people can bring their whole selves to work and that means making a consistent effort to attract an increasingly diverse candidate base.

Alongside this, it means ensuring that we are creating opportunities for our employees to move through their career in a way that works for them. We are continually developing new strategies to build a more diverse workforce and an environment that fosters inclusion and equal opportunities, at all levels within the business. We acknowledge that we are on a journey. We are committed to reducing our gender pay gap year-on-year and we are working on a number of approaches, set out in this report, that aim to improve the development pathways for women in our business and boost gender diversity across the recruitment process.

Closing our gender pay gap

Building on our progress

We have made good progress since the last report, but we recognise that there is still work to do. Tackling the gender pay gap is a long-term challenge and while it will take several years before our actions are truly reflected in the data, we continue working hard to identify and implement ways to attract and retain more women into our business, particularly at a senior level and in our field services team. Our focus is not solely on gender pay but ensuring that all our people are able to thrive in an environment that fosters inclusion at all levels in each of our businesses and provides them with the flexibility they need to succeed.

What do we already do?

We have introduced a range of policies in recent years to continue to develop a supportive, diverse and inclusive environment for our people: The right to request flexible working options, which include home working, a compressed week and reduced hours. We have introduced holiday purchase schemes that allow employees to buy additional leave to enhance their work-life balance.

A pipeline of new initiatives

We have committed to a number of long term plans which will enable us to improve our pay and bonus gaps:

Recruitment and succession planning

Early careers talent development

A culture of diversity and inclusion



A handwritten signature in black ink that reads "Debbie Nolan".

Debbie Nolan
Chief Executive Officer

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