



# Gender Pay Gap Report



2021



# Introduction

As a company the Binding Site remains committed to ensuring our workforce reflects the communities where we are located and the patients that we serve and that our workforce reflects the communities where we operate. We are dedicated to providing a workplace with equal opportunities for all and recognise that gender is just one element of this, we are equally focussed on race, religion, sexual orientation and ability. Our diverse workforce enables us to deliver new and innovative solutions to the market with shared ideas and a collective dedication to our mission, vision and values. We continually strive to ensure that The Binding Site is a fair and equal environment for everyone to achieve their full potential and look to find new ways to engage with our existing and prospective employees.

We have opportunities in a multitude of different functions and promote a fully inclusive culture, enabling employees to develop and challenge themselves and our business to go further from which we all benefit, employees, customers and patients.

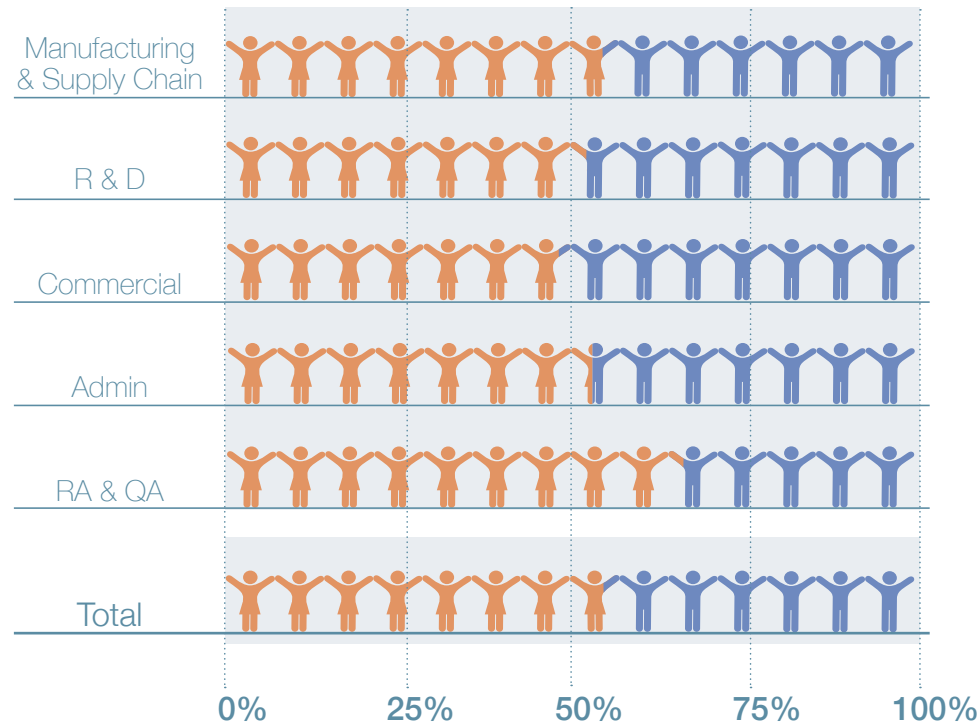
## What is the Gender Pay Gap?

The Gender Pay Gap is the difference in average hourly pay and bonuses of all women and men across the UK organisation. The Gender Pay Gap is different from equal pay. Equal pay is about a woman and a man receiving equal pay for the same or similar job. We continually assess our pay across our company for all roles to ensure we maintain fairness and consistency.

**We are confident that we have equal pay for work of equal value not only because it is a legal requirement but because it is the right thing to do and reflects one of our core values – Integrity - in everything we do as a company.**



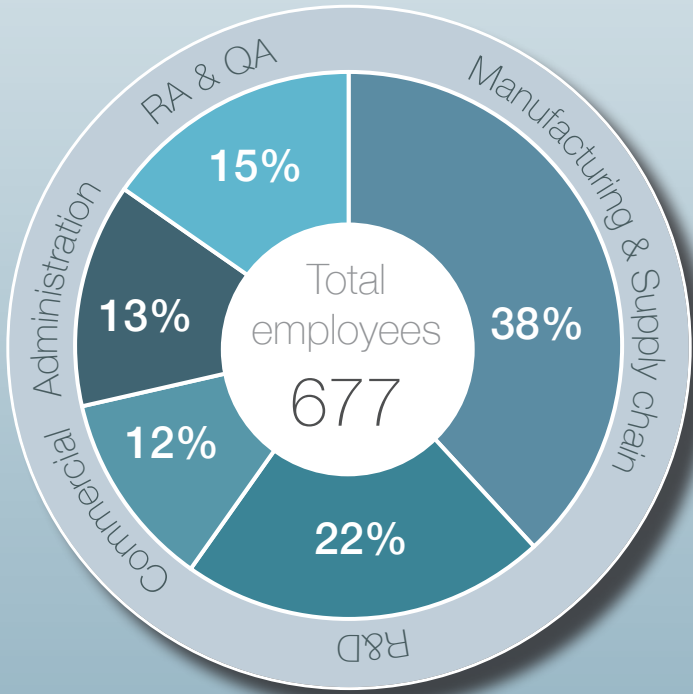
# The work force profile of our company by gender, by area



The Binding Site Group (at 5 April 2020 in the UK as calculated by the legislation) employed 677 people of which 54% were women and 46% were men and we analyse these by 5 functional areas, Manufacturing & Supply Chain, R&D (Research & Development), Commercial, RAQA (Regulatory Affairs & Quality Assurance) and Administration as shown above. This also shows the female and male split across those areas.

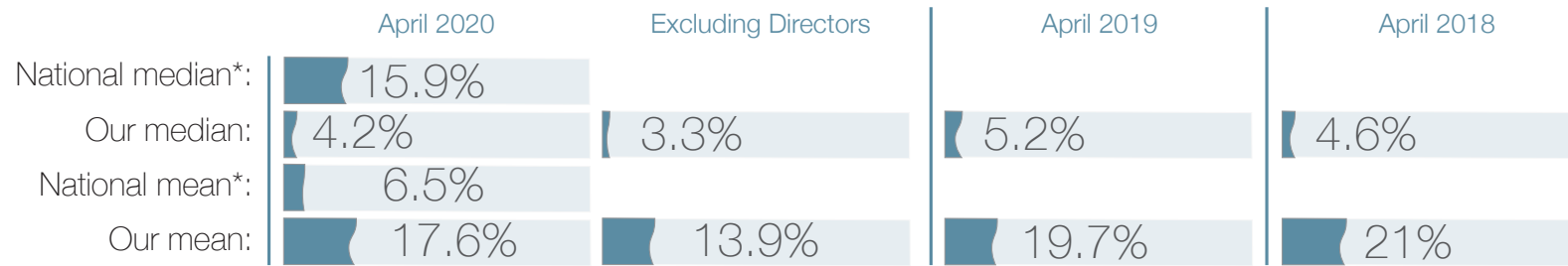


Number of employees by area



# What does our Gender Pay Gap report show?

## Median & mean gender pay gap:



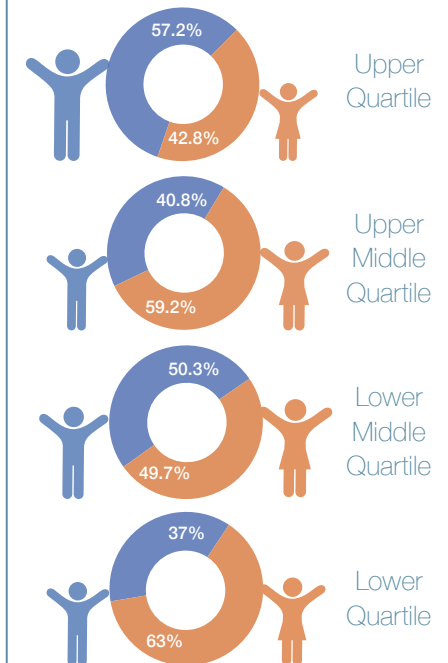
\*National figures from 2020

Our Median Gender Pay Gap has decreased since 2018 as during 2018-2019 and furthermore 2019-2020 more females have developed and progress into more senior positions which is reflective within the upper quartile, the % has increased by 8% over the 24 month period.

We implemented our Apprenticeship program in 2017 which has been a great success. Of our current cohorts of the STEM subjects 67% are female, and we have had over 69% of our previous cohorts filled by females which will assist with closing the gap in the future as each of our Apprentices has the potential to succeed. In the short term, however, more females starting in junior roles has a negative impact on our Gender Pay Gap as it brings down the average pay for females. Longer term we expect this to lead to an increase in our talent pool of female leaders for the future, particularly in the STEM area. By having a focus at the entry stages this increases the pool of female talent for the future. In the UK the level of employment within the core STEM sectors continues to grow, however women remain significantly

underrepresented and the target for 2030 across the UK is 30% for the STEM workforce being fulfilled by females. The good news is that Science is leading the sector in a positive direction with over 45% of the Science workforce represented by women. When we compare this to our own business, where over 53.7% of our employees are female, we are at the forefront of promoting the change in STEM representation for women which is fantastic. Due to the historic underrepresentation of women in science and technology-based industries, the pool of female talent available for selection now into senior roles still remains restricted. As an organisation we continue to expand and create a number of new senior roles and want to continue to develop our talent to be able to fulfil these roles for the future. These have been filled by a mixture of internal and external appointments, over 40% of our employees have transitioned and progressed into alternate roles in the last 12 months, which is a testament to the commitment that they have shown and also the development that they have received within their employment with us, of those that have progressed 55% were female.

## % of male & female employees in each pay quartile



Looking at the current gender split across the organisation we have already taken steps to ensure that the leaders of the future can be drawn from a talent pool that is more evenly balanced between genders so this should ensure that the structural difference leads to a closing of our gender pay gap over time.

# Bonus Gender Pay Gap

All employees within our business had the ability to earn a bonus in the year that this report relates to, subject to eligibility criteria. 88% of our female workforce and 87.7% of our male workforce who were eligible earned a bonus in the year.

We recognise that although we have a slightly higher proportion of females achieving a bonus during the year, males have received a higher bonus amount. This is due to over 55% of the senior roles within our business being occupied with males and a higher proportion of their remuneration is more heavily linked to their personal performance and the performance of the company.

During 2020 we implemented a new bonus schedule which was harmonised for those in the senior positions and any bonus payable linked to company performance we made this much more transparent so that all employees could see how the company was performing and how this impacted the performance related bonus but also it showcased how each role contributes to such output. This was with the intention to help reduce the Gender bonus gap through harmonisation, however due to Covid this many not transpire as fully as was intended in the next Gender pay Gap reporting cycle due to the restrictions that we faced and the challenging business environment that created.

## Bonus Statistics

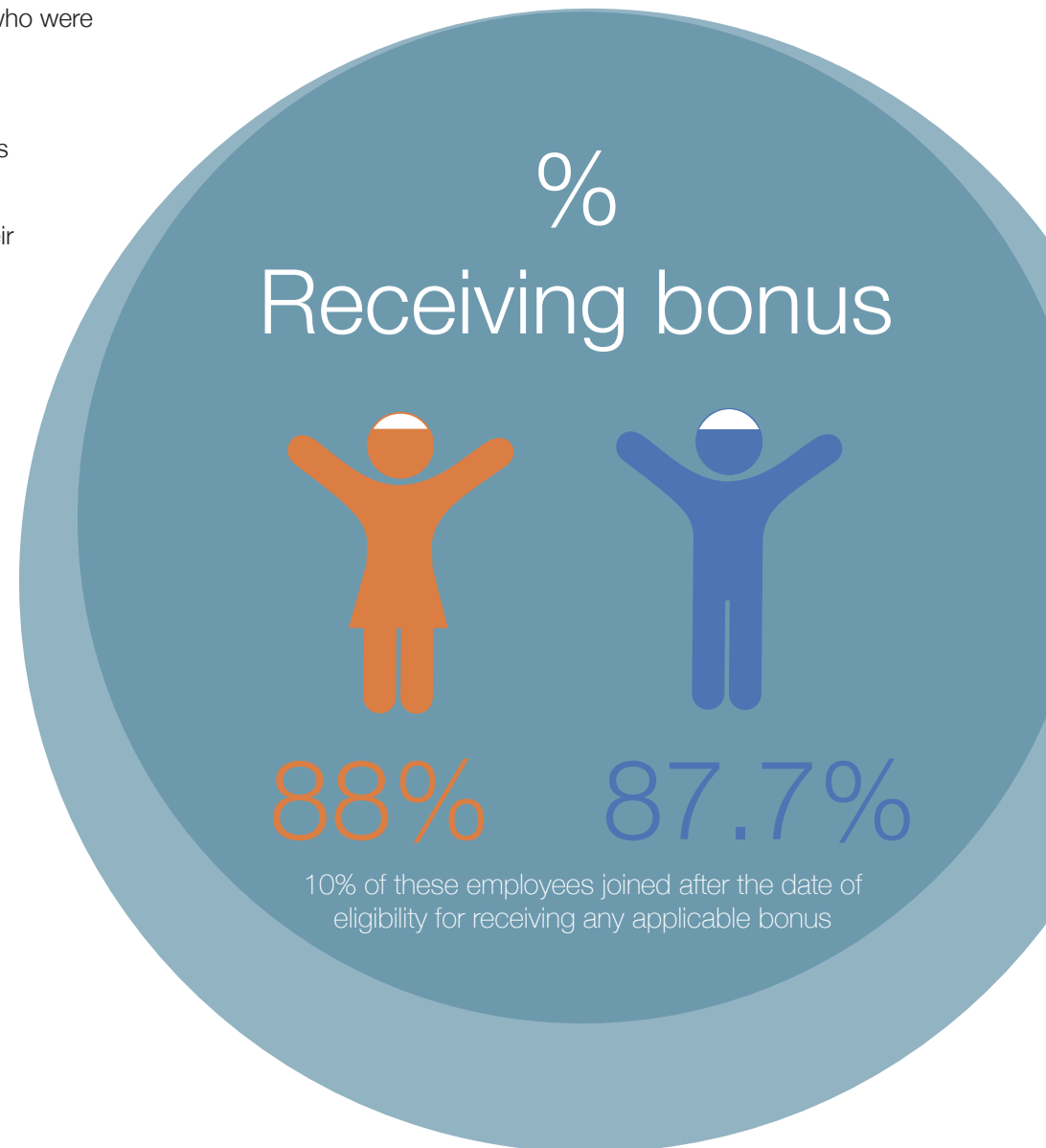
Median gender bonus gap: 0.0%

Mean gender bonus gap: 66.4%

Excluding Directors

0.0%

35.6%





# What are we doing about our Gender Pay Gap?

Our Gender Pay Gap is a product of the disproportionate distribution of male employees in more senior roles. This is a product of the sector dynamics over a sustained period. There is little we can do which will immediately result in a material change in our Gender Pay Gap. However, we are committed to providing opportunities to all and ensuring that we recognise the potential for gender bias in our procedures and processes and seek to exclude this wherever it is identified as a risk.

Over the past 24 months we have increased our female presence by 8% within the upper quartile through progression and development. The lower quartile has also increased by 5%, therefore we need to continue to provide development and progression opportunities where there is beneficial fit.

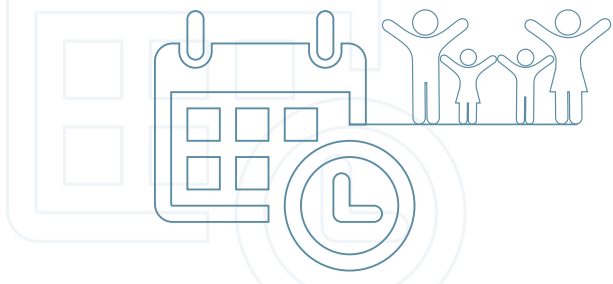
During the past 12 months 55% of our internal progression and transfers have been for females so we are certain that we have a progressive culture that supports gender diversity. We have also implemented an Equality, Diversity and Inclusion Group to support and guide all underrepresented groups within the business which will further strengthen and support this area.

## Investing in our people

We aim to continually invest in our people, to ensure they have the growth and development opportunities to perform and excel within their role. This includes developing our Learning Academy further for all employees to access, and we are in the process of broadening this to include content focused on the STEM specific aspects of our business.

We also operate a sponsored learning ethos within the organisation to ensure our talent is supported where it is relevant to the role

We are also looking to broaden our Leadership Development program in the next year, to assist high potential individuals reach their full potential and embed a full range of qualities required for our leaders of the future.



## Succession Planning for our future

We introduced formal succession planning into our business in 2018 which has identified many individuals with potential for the future whether that be in leadership, managerial or other functional or technical specialised roles. As a business we will review this annually through a variety of diverse channels to ensure that if there were to be any unconscious bias, this is removed through the process and develop our future talent to enable them to move to the appropriate roles should they become available at the right time.

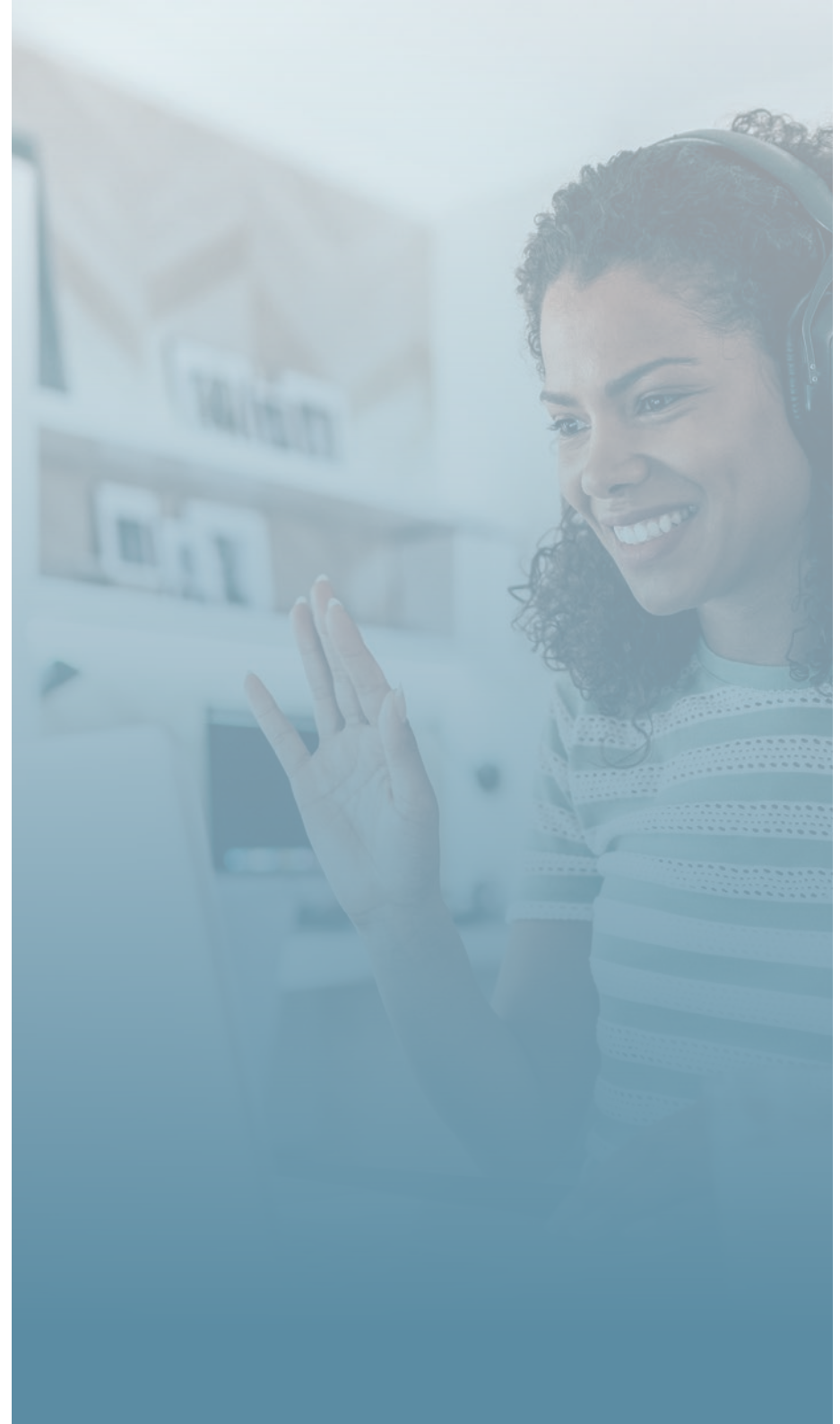


## Flexible Working and Family Friendly Policies

We encourage a healthy work / life balance to encourage more shared parental responsibility and for more women to return to work after maternity leave. We also try to enable all employees to be considered for flexible working where appropriate. We openly discuss shared parental leave to encourage fathers to take shared time should they wish. 10.2% of our employees work part time, of which 4% are male. Out of our total female population 15% work part time. The proportion of females working part time has increased over the past 12 months are providing even more opportunities to work more flexibly than ever before.

We also offer a range of different working arrangements, which aren't encompassed in the figures above. A significant proportion of our employees across all levels of the business take advantage of this to enable them to create a work / life balance that meets their circumstances. We are open to seeing how we can make things work for our employees and the business.

Since March 2020 this has been even more critical to ensure we can continue to operate as productively as possible whilst keeping all employees engaged during the Covid 19 pandemic. We have continued to support many individuals, whether it be with childcare responsibilities or caring responsibilities to be as flexible as possible with over 40% of the business working remotely.



## Recruitment Activity

We have reviewed our recruitment activity to ensure we do not discourage any group from applying, ensuring that the stipulated requirements are specific and required each and every time.

We are ensuring that all recruitment processes has a diverse recruitment panel. This has been implemented at the senior recruitment levels since 2018 and will continue through all levels of the organisation. Where a role is eligible for part time working we make this clear in our job adverts to attract the widest pool of available talent and that candidates have full transparency on our roles.

**We are confident that we have the right procedures and processes in place to ensure that everyone makes best use of their talents and fulfils their potential and that there are no gender barriers to achieving this.**



Victoria Morbey  
*Group HR Director*

