

New Day



Gender Pay Gap Report 2018



shots from our International Women's Day 2019 celebrations

We know that having a diverse and inclusive workforce, one that also represents all our customers, is critical to business success – it's something we don't take for granted.

This second gender pay gap report shows that we have marginally improved, with an overall gap of 34%. There is lots of data in this report, but I believe the true value comes from the questions that it raises and the challenges that we face both as an organisation and society in general to continue to address this gap.

Attracting, engaging and retaining diverse talent and skill is paramount to our people strategy. As in many organisations, the number of available senior roles is smaller. However, we are working on ways to improve opportunities for women to progress and when we look at the percentage of colleagues who were promoted in 2018, 61% were women and 39% were men.

Our organisation has just over 1,200 people and last year we launched our diversity and inclusion (D&I) programme by holding a Senior Women's Forum. Since then we've gone on to support International Women's Day and have more events planned as part of our D&I programme.

We've always believed in putting the right person in the right role and making sure those opportunities are open to everyone. We actively seek our talent from a large pool of possible talent for the roles that we need to fill.

Ensuring that we have no bias in our recruitment process is something we are committed to and we are running an audit of our hiring process with a diversity and inclusion lens with external consultants. In line with that, we're also training all of our managers in unconscious bias to help us understand one another better and collaborate well together.

I am committed to building an inclusive culture where everyone can be themselves and achieve their very best at NewDay. In 2018 we had 116 internal moves, showcasing our commitment to developing talent from within.

In our end of year engagement survey we added a D&I index for our corporate goals. We scored 79% as a first baseline where we will measure the progress we make.

Our commitment has always been to attract, engage, motivate and retain the best performing team at NewDay.

We value our differences; together.



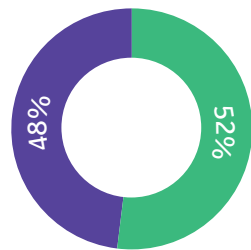
James Corcoran
Chief Executive Officer



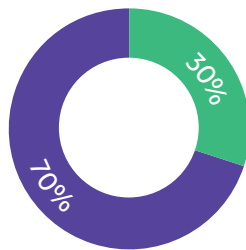
Gender Pay Gap 2018

At NewDay we are committed to creating a diverse and inclusive culture which will achieve a better gender balance and thereby reduce the gender pay gap over time.

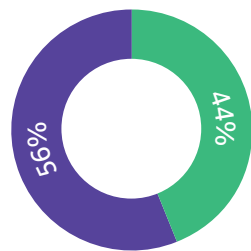
Pay difference between men and women		
	Mean	Median
Pay gap	34%	38%
Bonus gap	65%	61%



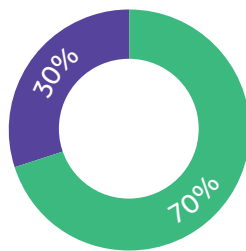
Lower quartile



Lower middle quartile



Upper middle quartile



Upper quartile

Male Female

Our results explained

Our results in 2018 are very similar to those of 2017 with an overall mean pay gap of 34% in 2018 versus a gap of 35% in 2017.

In the lower quartile, we have a similar number of women and men which shows that we are successfully achieving gender balance in our entry level roles.

We do have a higher percentage of women (70%) in the lower middle quartile; many of these roles are in our contact centre which are important roles to NewDay and to the local community as they provide employment for colleagues who want to work flexibly around their families.

In the upper middle quartile however, the numbers of men and women are more balanced. Since 2017 we have increased the numbers of women in this quartile from 49% to 56%.

The percentage of women in the upper quartile is just 30% which means that we need to continue to focus our efforts on attracting and developing our female talent.

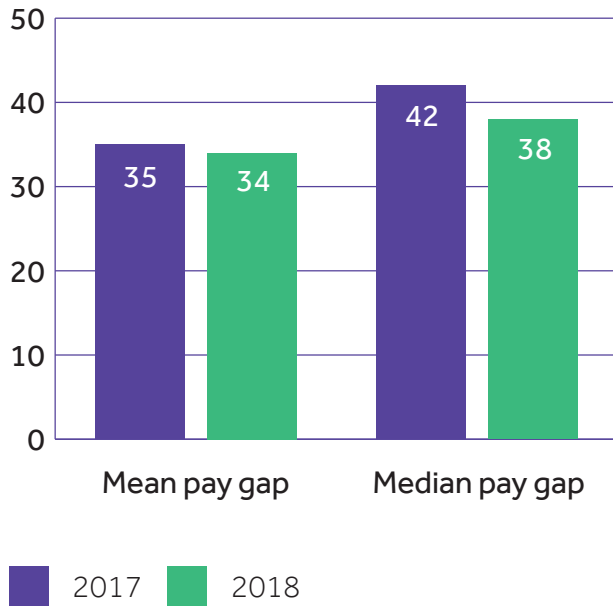
When we look at the numbers of colleagues promoted as a percentage of headcount our female population lead the way. In 2017 the percentage of females promoted was 7% and males 5%, in 2018 that rose to 11% and 8% respectively.



Our results – Gender Pay

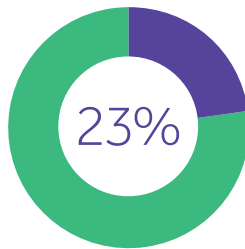
Our mean gender pay gap is 34%.

Overall gender pay difference between men and women

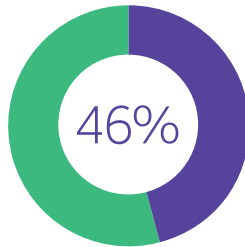


Our results

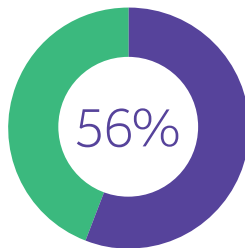
The mean pay gap is 34% and the reason for this is that we have more women than men in junior, lower paid roles and fewer in senior, higher paid roles. For example, across NewDay we currently have:



Women in our highest paid senior leadership roles



Women in our specialist or middle management roles



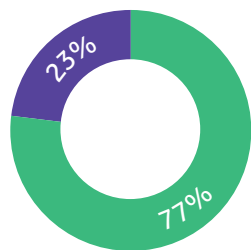
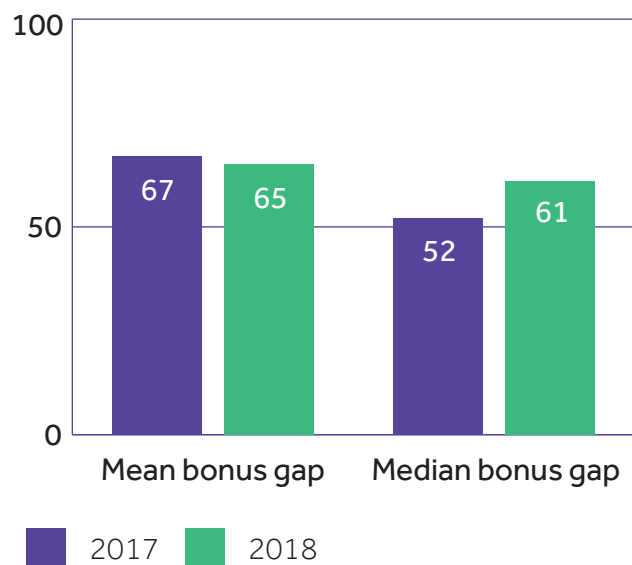
Women in our junior roles



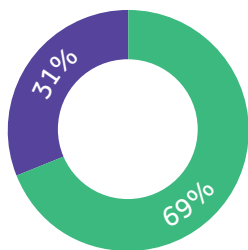
Our results – Gender Bonus Pay

Our mean gender bonus gap is 65%.

Overall gender bonus pay difference between men and women



Female



Male

■ Bonus ■ No Bonus

Our results

The gender bonus gap in 2018 is 65%. The higher number of men in senior, more highly paid roles, is the main reason for the bonus pay gap.

More of our women (77%) than men (69%) received a bonus in 2018. The same bonus rules are applied to all of our colleagues regardless of gender, and eligibility for a bonus in any given year could depend on a number of factors such as start date or performance.

The gender bonus gap is calculated based on actual bonuses paid; bonuses at NewDay are paid as a percentage of salary which means that bonuses for part time colleagues will be based on their part time salaries. This calculation contributes to the bonus gap as we have a large number of female colleagues (36%) who work part time, particularly in our contact centre.

I confirm that the published information is accurate.

James Corcoran
Chief Executive Officer



How do we work out the gap?

Pay difference between men and women		
	Mean	Median
Pay gap	34%	38%
Bonus gap	65%	61%

The methodology

Companies with over 250 colleagues are legally required to publish a snapshot of their gender pay gap by 4 April each year. The numbers we publish here are based on a snapshot of NewDay colleagues' pay on 5 April 2018. Our data points are calculated using the methodology set out in the gender pay gap reporting legislation.

The gender pay gap is the difference in the average hourly pay and bonus pay paid to men and women across our entire organisation – it does not directly compare people or groups carrying out the same or similar roles.

The *mean* (or average) is the sum of all hourly rates or the sum of all bonus payments paid, divided by the number of relevant employees.

The *median* number is the middle figure when the hourly rates or the bonus payments paid to all employees are listed in the order of highest to lowest.

