



New
Day

Gender Pay Gap Report 2019

We know that having a diverse and inclusive team is key to our success and that it is important to make everyone feel welcome, valued and respected.

For the third year running we have seen a decrease in our gender pay gap, now at 31% – highlighting a movement in the right direction towards greater gender balance for NewDay. However, it's acknowledged that we, and wider society, have a long way to go.

Our recruitment process is gender neutral and we firmly believe the right person should get the job. We would just like more of those to be women.

With around 1,200 colleagues working at NewDay, we're always looking at ways to encourage internal moves and provide the best development opportunities across our organisation. In 2019 51% of internal moves were made by women into new roles.

While the number of available senior roles is small, we seek our talent from a large pool of potential talent, actively making sure we have women candidates on our shortlist for each vacancy.

We have made great strides across our Diversity and Inclusion (D&I) agenda. We measure our progress through our annual engagement survey. Our D&I index increased from 79% to 82% at the end of 2019 with high levels of engagement across all our questions with more positive responses from our women than our men in all categories.

Our colleagues are building our D&I agenda from the ground up. Our Women's Network, our Pride Committee and our Charity Committee all lead innovative initiatives with Senior Management backing.

Our strategy to attract, engage, motivate and retain the best performing team at NewDay remains our highest priority.

We value our differences; together.

I confirm that the published information is accurate.



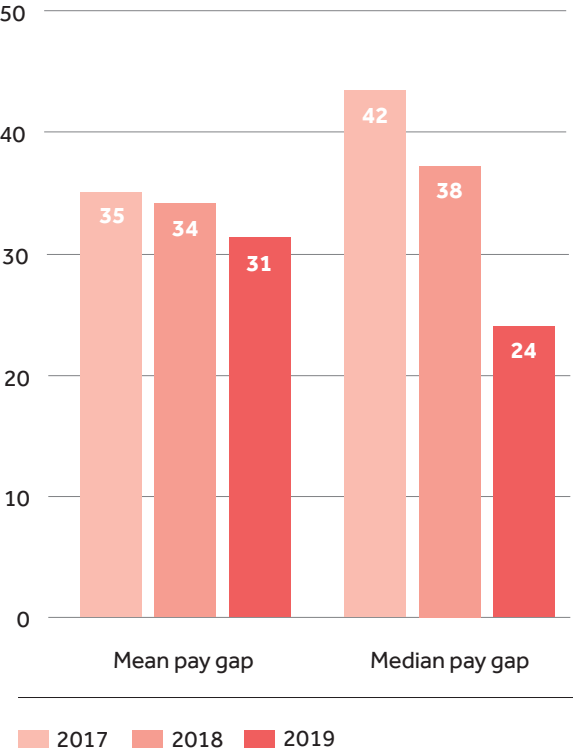
John Hourican
Chief Executive Officer



Gender Pay Gap 2019

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.

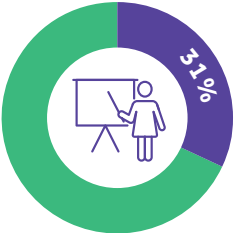
Overall gender pay difference between men and women



Our results explained

The mean pay gap is 31% 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.

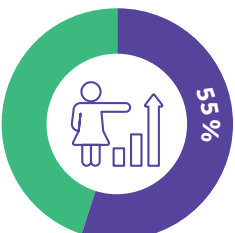
For example, across NewDay we currently have:



Women in our highest paid senior leadership roles



Women in our specialist or middle management roles



Women in our junior roles

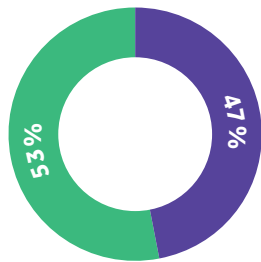


Our results - Gender Pay

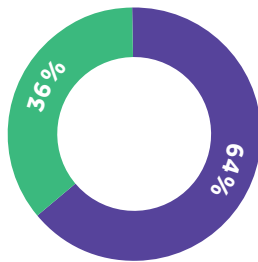
Our mean gender pay gap is 31%.

Pay difference between men and women

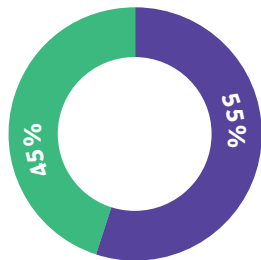
	Mean	Median
Pay gap	31%	24%
Bonus gap	64%	59%



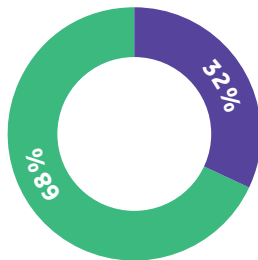
Lower quartile



Lower middle quartile



Upper middle quartile



Upper quartile

Female Male

Our results explained

Our results in 2019 are slightly improved to those of 2018 with an overall mean pay gap of 31% in 2019 versus a gap of 34% in 2018.

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 (64%) 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 better balanced. Since 2017 we have increased the numbers of women in this quartile from 49% to 55%.

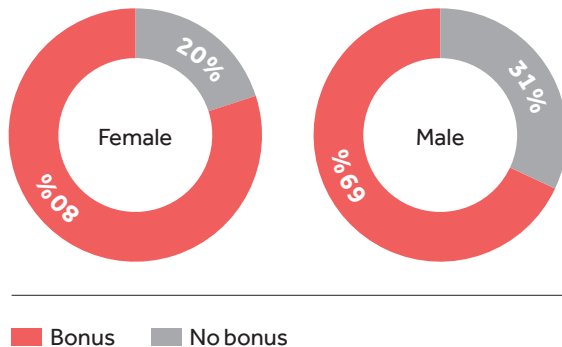
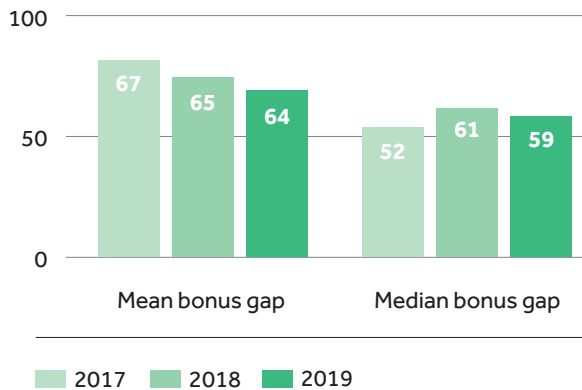
The percentage of women in the upper quartile is just 32% which means that we need to continue to increase our focus and our efforts on attracting and developing our female talent.



Our results – Gender Bonus Pay

Our mean gender bonus gap is 64%.

Overall gender bonus pay difference between men and women



Our results explained

The gender bonus gap in 2019 was 64% so similar to our 2018 results. The higher number of men in senior more highly paid roles is the main reason for the bonus pay gap as bonuses are paid as a percentage of basic salary at NewDay.

More of our women (80%) than men (69%) received a bonus in 2019. 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, however 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 colleagues working part time (36%), particularly in our contact centre.



How do we work out the gap?

Pay difference between men and women

	Mean	Median
Pay gap	31%	24%
Bonus gap	64%	59%



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 2019. 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 colleagues are listed in the order of highest to lowest.

