

# TOG's Gender Pay Gap – and our commitment to closing it

Improving diversity and inclusion in the workplace makes for a richer, more fun work environment and delivers better experiences for our members.

In last year's engagement survey, 86% of our people told us they are proud to work for TOG and this year we are committed to making our company a 'like no other' place to work. Making decisions on compensation, performance ratings and promotions have always been based on what our people do, not who they are.

The themes from the 2018 gender pay gap analysis are clear: like many companies, we have too few women in senior positions. This summary sets out the steps we have taken and are taking to address this within TOG.

## Our Gender Pay Gap figures

All companies with 250 or more employees in the UK must now publish their own gender pay gap figures annually, by comparing the average pay for all men to the average pay for all women, without accounting for job type, tenure, location or performance ratings. The figures relate to snapshot data taken on 5th April 2018.

It's important to understand that the gender pay gap is not a like-for-like comparison of what women and men are paid when working in the same role or at the same level. This is known as pay equality and is a matter of law. **At TOG, we pay women and men equally for equal work.**

Mean hourly pay gap is

**48.6%**

The mean hourly pay gap is the difference between the average hourly pay paid to male employees and female employees. Hourly pay includes salary and commission paid in April 2018.

Median hourly pay gap is

**20.1%**

The median is the mid-point between the highest and the lowest amount paid to a male and female employee.

Median bonus pay gap is

**50.8%**

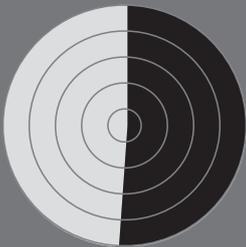
The mean bonus pay gap is the difference between the average of bonus paid to male employees and female employees. Bonus pay includes quarterly bonuses, annual bonus and commission payments paid within the 12-month period prior to April 2018.

Mean bonus gap is

**83%**

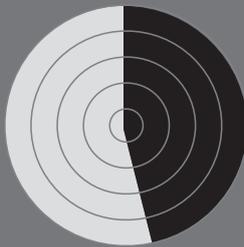
## 5th April 2018

Proportion of men and women receiving a bonus is 51.4% vs 49%

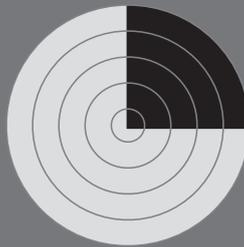


## Proportion of men and women in each hourly pay quartile:

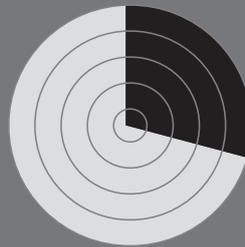
Upper  
46.27% male  
53.73% female



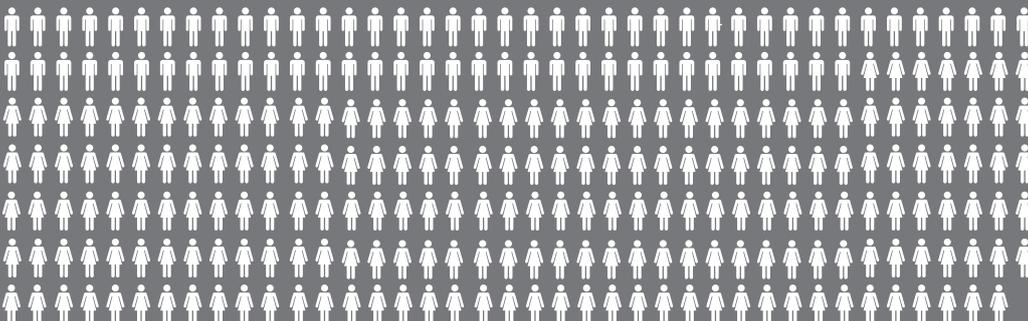
Upper middle  
25% male  
75% female



Lower middle  
29.41% male  
70.59% female



Lower  
7.35% male  
92.65% female



The data is based on 279 employees

## How should you interpret the figures?

Our analysis shows there is almost no statistically significant pay difference based on gender across three quarters of the organisation. The only quartile where there is a significant gap is in the upper quartile and we believe this is driven by a representation gap – the fact is, we have more men than women in senior leadership roles, which are more highly paid. This representation gap has also driven the 83% gap in bonus pay.

Our gender pay gap will be reduced by developing and recruiting more women into senior roles across the organisation and by encouraging more women to pursue opportunities across all areas of the business.

## What we're doing to close the gap

- Since the 5th April 2018 when the data for this report was taken, the mean hourly pay gap has come down from 49% to 26.6%; we have promoted 33 women into great new roles; promoted three talented female leaders into more senior positions and we have widened our Management Group to include seven senior female leaders to ensure every team and department within TOG is properly represented
- We are in the process of introducing clearly defined bands for every role at TOG with associated salary ranges and competencies
- We will be more transparent on our financial performance so everyone can see how we are doing and therefore make more sense of their pay award and bonus
- We will roll out a new training programme for hiring managers on how to recruit great talent at all levels – which we believe will help to narrow the gaps at more senior levels of the organisation
- We will commit to undertaking an audit in October 2019 to check we are closing the gap and making progress on our commitments and we will report back to everyone at TOG on how we are doing

All the above is a hugely important part of building a broader inclusive culture and environment, and in April we'll begin a piece of work with an independent third party to dig deeper into the opportunities and challenges across our business.

It is clear to us, that while the Gender Pay Report is a powerful prompt, we don't want our primary focus to be on short term measures to 'fix' the score. Instead we will seek to address the underlying causes - namely helping and encouraging more women to progress up the organisation and into senior roles.

## Declaration

I confirm that our data is accurate and has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Charlie Green**  
Co-CEO, TOG



**Olly Olsen**  
Co-CEO, TOG