



SSP's gender pay gap report

2019-2020

About this document

The draft Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, requires all UK employers with more than 250 staff to publish their gender pay gap report annually by 31 March.

In accordance with this Act, the following report details SSP's gender pay gap figures for staff on the snapshot date of 5 April 2020.

If you have any queries about the contents of this document, please contact Jemma McKenzie, HR Director, at jemma.mckenzie@ssp-worldwide.com.

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What is a gender pay gap?

A gender pay gap is the difference between the total hourly earnings of the men and women in an organisation.¹ This should not be confused with the term 'equal pay' which refers to the difference in pay between a men and a women doing the same job. SSP is committed to equal pay and already ensures that men and women performing the same roles are paid within the same salary bands.

Why is the government interested in the gender pay gap?

The UK's current gender pay gap stands at 15.5% amongst all employees. It currently stands at 7.4% amongst full time employees. This is because more females work in part time jobs, which are lower paid (Office for National Statistics). The government is seeking to reduce this gap in order to increase both equality, and economic productivity.

Our commitment

Mark Waite

Interim Chief Executive Officer

SSP have recently been acquired by the Volaris Group and we look forward to them being part of a wider network. We are proud at Volaris of the diversity we have within the team, particularly at a senior level. We hope that whilst retaining some of the great initiatives SSP already has in place they will get the benefit of wider investment from Volaris by participating in our leadership programmes, coaching activities and our high potential programmes.

The commitment to ensuring that all members of the SSP team, regardless of sex, are treated and rewarded fairly remains. We are pleased that we can still say we offer equal pay for work of equal value, ensuring we do not discriminate unlawfully against any member of staff.

Unfortunately this year there has been a slight increase to a pay gap of 22.8%, again this is primarily due to that fact that we still have a greater number of men in senior roles compared to females. However, we have been aware of this for some time and I am pleased to say that we have recently appointed another female to our Executive team.

We are very aware that this is a journey we are on and didn't expect to see immediate results. We have commitment across our executive team and the wider leadership team in helping to attract a greater number of females into senior positions at SSP.

What else are we doing?

Having moved to all employees working from home since March 2020 as a result of COVID-19 I am pleased with recent feedback that our employees are seeing full flexibility which allows them to balance the work and home life demands. We continue to deliver our Leadership and Management Programme to develop our people, look at how we attract and promote females in to SSP and recently celebrated a successful day for International Women's Day which has a continued investment for our female employees.

Whilst we remain confident that our data shows that men and women receive equal pay (i.e. are paid within the same pay bands for performing the same roles), the gender pay gap figures in this report reveal that SSP could benefit from attracting and promoting more women to senior roles. We are fully committed to this and have some additional focus on how we can develop the female talent we see across SSP.

Our results



The mean gender pay gap



The median gender pay gap ²



The mean bonus gap



The median bonus gap

The proportion of men and women receiving a bonus payment



Male



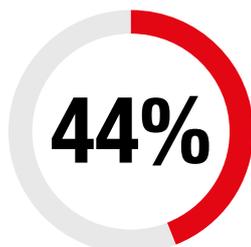
Female

The proportion of men and women in each of the four pay quartiles ³

Lower



Male



Female

Lower Middle

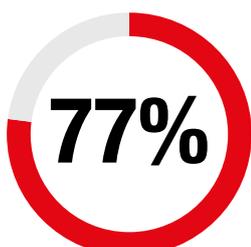


Male



Female

Upper Middle



Male



Female

Upper



Male



Female

Our action plan

Jemma McKenzie

HR Director

I am disappointed that again we have seen a slight increase in our Gender Pay Gap for the reporting of 2020. Fortunately, having looked at the figures required for next year's report I am pleased to say we are seeing a decrease in that gap and hope that some of the foundations we have put in place are starting to have an impact. I still believe we are working hard to put the foundations in place to create a long term gender equal workforce, however the data is telling me that we need to put more focus and effort on this if we really want to drive change. The team continues to work hard to build a genuine culture of diversity across the business and I believe we are instilling the values of being an organisation where people can be themselves at work every day. This is reflected in our engagement surveys we regularly complete as well as a focus in our recent achievement of the Gold Accreditation with Investors in People.

Specifically, our focus over the last few months have included:

- Our celebration of International Women's day with a particular focus on celebrating the talent we have at SSP along with sessions from external speakers and development on personal branding.
- A review across all of our UK employees for equal pay analysis, with some adjustments made during our pay review in October.
- A particular focus on flexibility particularly since we have moved to full-time homeworking since March 2020. We have provided resources and support to our employees that may have caring or home schooling responsibilities. We have encouraged people to adapt their hours to meet personal needs with an additional focus on well-being. We have encouraged our business leaders to look at the flexibility for anyone who is currently home schooling.
- We continue to offer our mentoring scheme which we regularly promote across the organisation.
- Continuing the conversation regarding inclusion and diversity with our Executive and Business Heads team.
- Our Leadership and Management Programme continues to have a high number of female talent on the course. Our challenge at SSP is getting females in to more senior roles, therefore, by investing in their development we are ensuring this talent is ready for the next opportunity as it becomes available.
- We have recently celebrated the promotion of a female employee into a new role created within our Executive team.

Over the next few months we are going to take some time to review the female talent we have at SSP and focus on how we can help them develop their career. We have also set up a female networking group that has a plan of activities for the next 12 months looking at a variety of topics and including some external guests. We will push our internal mentoring programme harder and look specifically at some coaching for the female talent we have. Our celebration on International Women's day provided the opportunity to share expertise across our female network as well as some specific activity on action planning so we can put in place some initiatives to grow and develop our talent.

I will be working closely with our Executive and Business Heads team over the next few months to get a real focus on this topic and to ensure we start to see some results from the activities we are putting in place. We always knew that this would be a longer journey for us, with results not being seen overnight. I really hope within the next year we truly start to see more diverse management and leadership teams across our group.

Declaration

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

Mark Waite

Interim Chief Executive Officer

Footnotes

1. SSP's gender pay gap is worked out by totalling the hourly rates of all the men at SSP, and then taking an average, before doing the same for the female hourly rates. The difference, or 'gap' between the two averages is expressed as a percentage of the male salaries.
2. The median pay gap for the Financial Services sector is 37.7% (data from BBC, March 2020).
3. The government requires that we report using both mean and median averages, and display the proportion of male and female employees in four pay quartiles. These quartiles do not reflect SSP's grading structure. For a detailed explanation of reporting criteria, please see <https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>.