TWF Services LTD

GENDER PAY GAP - AS OF APRIL 2020

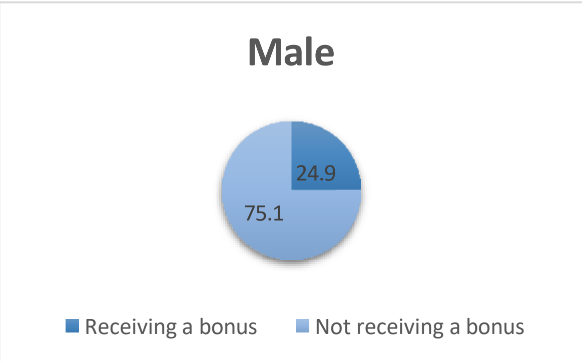
INTRODUCTION

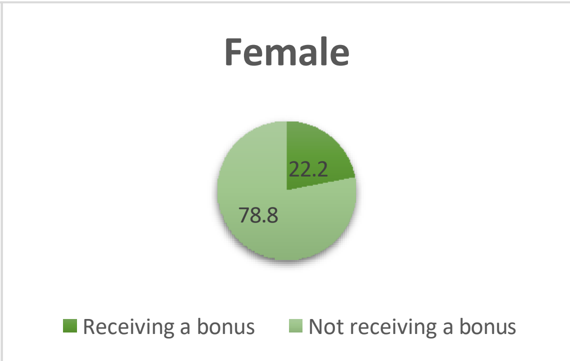
The Equality Act 2010 (Gender Pay Gap Regulations), which came into force in April 2017, requires company's staff to publish gender pay gap figures based on pay data as of 5 April each year.

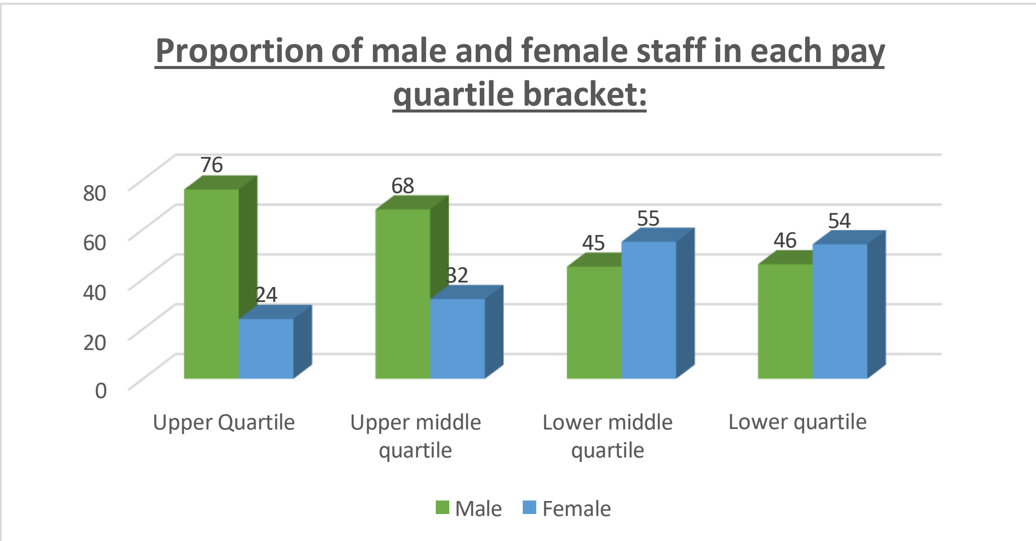
TWF's Statistics

This is the second year for which we have published our gender pay gap figures. As of 5 April 2020, 50+ staff, as defined by the Regulations, worked for our company. Our overall figures are shown below.

TWF Services	Mean	Median
Gender Pay Gap (Hourly Pay)	10.3 %	3.9%
Gender Bonus Pay Gap	20.2 %	







Understanding our gap

The gender pay gap shows how pay is distributed across a whole workforce. The existence of a gap is not an indication that men and women are paid differently for the comparable jobs that they do.

The reason for our gap can be seen most sharply in the pay quartile band data, which is a picture that is mirrored in the national data. Proportionately more female staff (nationally and at TWF Services) are employed in part time roles, which are more likely to be lower paid, and female staff are under-represented in the most senior, higher paid roles.

Some positive highlights

If we just looked at the situation about full-time staff, we have a negative pay gap, i.e. female staff are paid on average more than male staff. We have always had

a negative pay gap for full-time staff since we started reporting. This is a sign of a good distribution of female and male staff in full-time roles at different levels across the organisation.

24% of our senior management population are female, an increase from 13% in 2019. Looking at the overall management population, we have seen an increase by 84% for female management roles. While this is progress, more is needed, as the overall split of our staff is 38% female and 62% male, which we would want to replicate at all levels in the organisation.

Our median pay gap has reduced from 5.7% in 2019 and, as shown in the chart below, compares very well with the national picture. Some commentators prefer the median as a measure as it can mitigate against the effect of extremes, at each end of a distribution.

Our continued commitments

We will continue with our commitments already made, including:

- Given that women generally are more likely than men to work part-time, we will continue to commit to advertising manager level and other senior roles, wherever possible, as potential flexible, part-time or job share opportunities.
- To foster a climate where female staff and potential staff are encouraged to apply for senior roles, we will continue to ensure that there is at least one female member of staff on every selection panel for manager level and other senior roles.

For several reasons, one of which being the commitments above, we are currently reviewing our overall approach to recruitment, which is likely to result in a more coordinated approach.

This will have the following likely impacts towards gender pay:

- It will make these commitments easier to track and therefore fulfil.
- It will result in more consistency and robustness in our selection methods, ensuring that only skills-based and structured interviewing techniques are used.

Declaration

We can confirm that our gender pay gap calculations are accurate and meet the requirements of the regulations.

THE WAY FORWARD