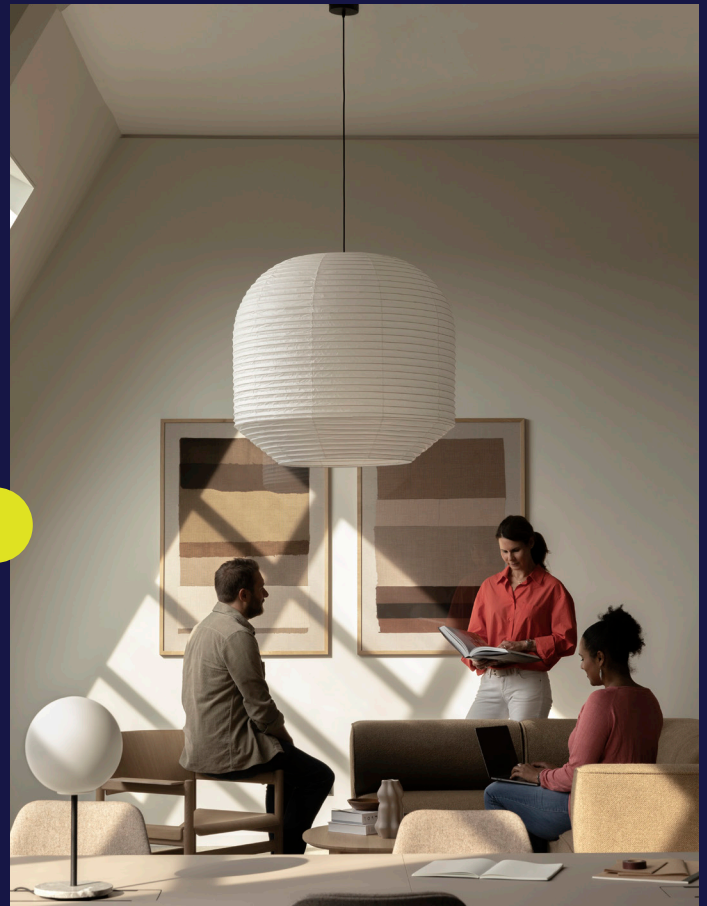


# Gender Pay Gap

And our continued commitment to closing it



# Our Gender Pay Gap figures

The figures relate to a snapshot of TOG data taken on 5th April 2022

## Mean hourly pay gap

33.91%



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 2022.

## Median hourly pay gap

19.75%



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

## Mean bonus pay gap

70.8%



## Median bonus gap

61.5%



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 2022.

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

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.

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.



# Our Gender Pay Gap figures

The figures relate to a snapshot of TOG data taken on 5th April 2022

Proportion of men and women in each hour pay gap quartile:

368

Full pay employees at the snapshot date of April 2022

7 10

Directors Maternity

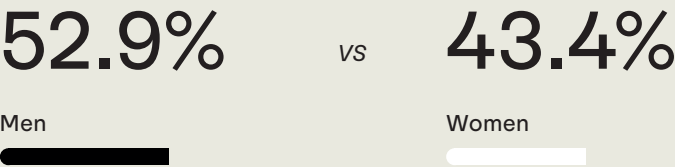
3 6

SSP April mid-month starter

14

April leavers

Proportion of men and women receiving a bonus:



Proportion of men and women in each hourly paid quartile:



Upper  
Male 56.63%  
Female 43.37%

Upper middle  
Male 32.53%  
Female 67.47%



Lower middle  
Male 42.17%  
Female 57.83%

Lower  
Male 20.24%  
Female 79.76%

# What we're doing to close the gap

1

## Promotions

Despite the continued challenging period of time between April 2021 and April 2022, we announced 48 promotions, of which 29 were women.

2

## Leadership

We now have 29 people in our Heads of Department team, which is equally split: 15 men and 14 women, while our senior leadership team of 10 now has 3 women, an increase of 2 from the previous year.

3

## Reward

We are completing another updated and comprehensive review of our current reward philosophy and framework to be implemented later this year. The clearly defined and aligned pay-bandings for each role should continue to create a clear, structured, and transparent approach to reward.

4

## ESG team

We have introduced an ESG team that allows the business to target different areas of the organisation and implement and promote equality, inclusivity, ethical and sustainable practices.

5

## Improved Hybrid Working

We have reviewed our Hybrid Working and flexibility in the workplace offering and have launched a 'Work from anywhere' policy that allows eligible employees to flex their place of work for up to 2 weeks per year and manage their work life balance effectively.

6

## Identifying opportunities

We have continued our partnership with an independent third party to provide honest feedback on our current initiatives and to challenge our ways of working to ensure decision making is fair, void of biases and our working environment is inclusive.

7

## Apprenticeships

We have launched apprenticeship opportunities for our existing employees, to enable them to work and study at the same time and achieve a qualification to support their ambitions for their future careers.





# TOG Gender Pay Gap

And our continued commitment to closing it

**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 continue to seek to address the underlying causes – namely developing and recruiting more women into senior roles and by encouraging more women to pursue opportunities across all areas of the business.**

## **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.



**Enrico Sanna**  
**CEO, The Office Group**



**Olly Olsen**  
**Executive Chairman, The Office Group**