



Gender Pay Gap Report

September 2021

Introduction

LiveWire is an employer required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This involves carrying out six calculations that show the difference between the average earnings of men and women across the Company.

LiveWire is required to publish the results on the business website and a government website. This will take place within one calendar year of 5 April 2021.

The results of these calculations enable LiveWire to assess:

- the levels of gender equality in the workplace
- the balance of male and female employees at different levels
- how effectively talent is being maximised and rewarded

The challenge for both LiveWire and across Great Britain is to eliminate any gender pay gap.

Notes on Calculations

The **gender pay gap** looks at the difference in the average hourly rate of pay (median and mean) between male and female employees. The data presented is based on all LiveWire's full-pay relevant employees. Relevant employees includes all staff with a permanent contract, temporary contract or Variable Permanent Hours contract as well as any self-employed staff employed on the snapshot date (5 April 2021). Relevant employees included in the data were paid their usual full basic pay (or pay for piecework) during the relevant pay period.

Gender pay gap is distinct from equal pay, which is about ensuring that men and women are paid the same for carrying out work of equal value.

A **mean gap** is a calculation of the average pay or bonus of male versus female employees at LiveWire.

A **median gap** is a calculation of the exact mid-point between the lowest and highest-paid male versus female employees at LiveWire.

Quartiles are calculated by ranking the pay for each employee from lowest to highest. It has a total sample size of 450 employees and breaks down to show the equal proportion and percentage of earnings within that quartile of male and female employees.



Key Metrics

On the snapshot date (5 April 2021) LiveWire employed 450 employees, 168 male employees and 282 female employees.

Hourly rate - The difference between the mean and median hourly rate of pay that male and female full-pay relevant employees receive	
Women's hourly rate is	
3.38% Lower (mean)	0.0% Lower (median)

Pay quartiles – the proportion of males and females in each quartile pay band	
Upper quartile	
44% Men	56% Women
Upper middle quartile	
42% Men	58% Women
Lower middle quartile	
41% Men	59% Women
Lower quartile	
46% Men	54% Women

Bonus Pay - The difference between the mean and median bonus pay that male and female employees receive	
Women's bonus pay is	
0% Equal (mean)	0% Equal (median)
Who received bonus pay	
0% Of Men	0% Of Women

Narrative

1. General Overview

Like many UK employers, LiveWire was significantly impacted by COVID-19 and consequently many of our employees were furloughed under the Coronavirus Job Retention Scheme (CJRS) on the snapshot reporting date of 5 April 2021. This has had a significant effect on our earnings information for the year, in turn effecting the outcomes presented in this report.

The impact of COVID-19 pandemic was covered in two aspects; the first some employees were receiving COVID-19 related pay adjustments in the month covered by the snapshot. Secondly there was a reduction in the volume of hours available over the last year to those employees with Variable Permanent Hours contracts, which again will have impacted on the numbers who will have been paid in the snapshot month.

- LiveWire's gender split in April 2021 was 63% female and 37% male. This remained unchanged since April 2020
- Our mean (average) Gender Pay Gap is 3.38% which has decreased since April 2020
- Our median pay gap is 0.0% which is a 1.7% decrease since April 2020
- LiveWire's 2020/21 Gender Pay Gap report reflects a more balanced pay gap between female and male employees within each quartiles and demonstrates women are well represented at all levels of the Company
- The number of employees included in the data collection for 2020/21 decreased from 512 in April 2020 to 450. This decrease is due to the following factors:
 - Due to local government funding constraints on 31 July LiveWire's Health Trainer contact was terminated resulting in these employees being made redundant
 - On 31 August LiveWire made the business decision to close the Garden Spa. The result of this decision saw the team based at the Spa made redundant

- 1 April 2021 saw the implementation of the companywide restructure; the outcome of which saw a reduction in employees across the majority of pay grades at LiveWire
 - Utilisation of the Government's CJRS affected the "relevant" employee data required for the report's gender pay calculations
- Although the decrease in employee numbers affected the percentage figures across all quartiles in the 2020/21 Gender Pay report it did not affect the comparison by pay grade which remains similar in percentages to last year

2. Hourly rate

- LiveWire's hourly rate for male and female staff has witnessed a slight change compared to previous years, with the mean hourly pay being 3.38% lower for females and the median hourly pay being 0.00% lower. This slight change is reflective of the rationale set out in section 1, but continues to be significantly lower than the UK average of 15.5%¹ in 2020.
- The calculations report that for LiveWire's permanent contracted staff, the mean hourly pay is lower for females. Again, this can be attributed to the fact that LiveWire's lowest paid roles such as Customer Service Advisors, Housekeepers and Library Assistants are dominated by female workers.

3. Pay quartiles

- LiveWire's workforce is more dominated by females, with 63% female staff and 37% male staff. This is worth noting when considering what the pay quartiles represent.
- Female staff represents 56% of the upper pay quartile. LiveWire's Management Team has a good gender balance with a split of 56% female and 44% male, demonstrating a commitment to appointing women to senior positions within the Company.
- Female staff represents 58% of the upper middle pay quartile. This pay quartile is made up in part of Lead LiveWire Advisors, Librarians, Social Prescribing Link Workers and Swim Teachers. Positions which are predominately filled by females.
- Female staff represents 59% of the lower middle pay quartile, which is slightly lower than the ratio of full-pay relevant female employees across the whole Company. LiveWire's Customer Service Assistants, Hub Service Advisors and Health & Wellbeing Instructors, are mostly female staff.
- Female staff represents 56% of the lower pay quartile. The majority of roles within the quartile are Housekeepers and part time Library positions, which are traditionally filled by females.

¹National Office of Statistics' Annual Survey of Hours and Earnings 2020



4. Bonus Pay

- LiveWire does not operate a bonus scheme and therefore the metrics relating to bonus pay continue to stand at 0%.

Action by LiveWire

The metrics presented within LiveWire's Gender Pay Gap report are positive and reflect a fair balance of male and female employees at all levels of the Company. The data reflects that there continues to be no differences in pay rates for different genders occupying equivalent roles and we are committed to ensuring that our people are rewarded fairly for their contributions, regardless of their gender.

We are fully aware that everything we achieve as a business, we achieve through the dedication and efforts of our people. Other measures that continue to be undertaken by LiveWire to ensure employees are treated fairly include:

- A wide range of flexible working options to enable employees to effectively manage their work/life balance. These options include part-time working, job share, home working options and flexi-time scheme. Many of our employees choose these options as they support family life
- A suite of family-friendly policies (maternity, paternity adoption and shared paternity leave) are in place to support working parents to create a better balance between work and family commitments
- A Recruitment and Selection Policy accompanied by *License To Recruit* training that ensures recruiting managers appoint people to roles based on merit and regardless of age, race, gender, marital status, sexual orientation, disability, or religion and belief. This policy is reviewed every 3 years and is due to be reviewed in July 2022
- A structured salary scale meaning new employees are immediately paid at the full rate for their role and receive annual increments moving them through the scales within the grade, regardless of gender or performance
- The Company does not operate any bonus or performance related pay schemes, which is why there is no data on potential gender pay bonus gaps
- Provision of sick, holiday and pension contributions that exceed statutory requirements
- Commitment to job evaluating roles that are changed or adapted in line with business demands or restructuring
- Employs a female Managing Director which is not reflective of the industry
- Recognises Trade Unions

LiveWire continues to;

- Review its recruitment processes, advertisements and agencies used, to attract and recruit the best talent to our Company and does not discriminate based on gender; we employ the best person for the job, developing our talent internally to promote from within
- Be open and transparent with our employees about our gender pay gap and encourage them to contribute ideas for ensuring the gender pay gap is closed or eliminated in the future
- Be committed to monitoring the Gender Pay Gap annually

We believe the strategies we have put in place make a real difference.



Conclusion

We are proud of the success which we have had to date in working towards a reduction in our gender pay gap. Our flexible working culture has helped us support our employees in continuing to work for us during these unprecedented times as we have navigated the impact of COVID-19 on our business and our teams. The actions we have already put in place make a real difference and we are committed to working hard to maintain a gender balance at LiveWire.

Statement of accuracy

I hereby confirm that the information provided in this report to be accurate.



Emma Hutchinson