



Gender Pay Gap Report

September 2022

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 2022.

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 2022). 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 2022) LiveWire employed 418 employees, 145 male employees and 273 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	
2.7% Lower (mean)	1.3% Lower (median)

Pay quartiles – the proportion of males and females in each quartile pay band	
Upper quartile	
36% Men	64% Women
Upper middle quartile	
45% Men	55% Women
Lower middle quartile	
43% Men	57% Women
Lower quartile	
22% Men	78% 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

- LiveWire's gender split in April 2022 was 65% female and 35% male. This is a slight change since April 2021, when the ratio was 63% female and 37% male
- Our mean (average) Gender Pay Gap is 2.7% which is an improvement on the 3.38% reported in April 2021
- Our median pay gap is 1.3% lower, again an improvement on the 1.7% decrease reported in April 2021
- LiveWire's 2021/22 Gender Pay Gap demonstrates women are well represented at all levels of the Company
- The report reflects a more balanced pay gap between female and male employees within the lower and upper middle quartiles
- The greatest disparity continues to be in the lower quartile, reflecting the significant number of part time roles and zero hours contracts which are filled by females
- The number of employees included in the data collection for 2021/22 decreased from 450 in April 2021 to 418. This decrease is due to the following reasons;
 - The snapshot data used in the previous years' pay gap report (2020/21) captured those employees who had yet to leave the Company following the outcome of a Company-wide restructure implemented from 1 April 2021, these employees had left the Company by the close of the year adding to the year on year difference in data sets
 - At the time the snapshot data for 2021/22 was taken the Company was carrying a number of vacancies following natural turnover
 - The impact of implementing the National Living Wage has caused a large cohort of the workforce to cluster at one pay grade, whereas in previous years these would have been spread across multiple pay grades
- When compared with the previous year's report, it is evident that the decrease in employee numbers have affected the comparison by pay grade in the lower and upper quartiles, which report an increase in females in these areas.

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 2.7% lower for females and the median hourly pay being 1.3% lower. This slight change is reflective of the rationale set out in section 1 regarding the staffing numbers, but continues to be significantly lower than the UK average of 15.4%¹ in 2021.
- The calculations report that for LiveWire's permanent contracted staff, the mean and median hourly pay is lower for females. This can be attributed to the fact that LiveWire's lowest paid roles such as Customer Service Advisors, Housekeepers and Library Assistants continue to be dominated by female workers.

3. Pay quartiles

- LiveWire's workforce is more dominated by females, with 65% female staff and 35% male staff. This is worth noting when considering what the pay quartiles represent.
- Female staff represents 64% of the upper pay quartile, which is slightly lower than the ratio of full-pay relevant female employees across the whole Company. This slight increase is the impact of the Company-wide restructure resulting in the number of females being included within LiveWire's Management team alongside this quartiles data including the fitness instructor roles, which are predominantly female staff. The gender split of 64% female and 36% male in this quartile demonstrates LiveWire's commitment to appointing women to management positions within the Company.
- Female staff represents 55% of the upper middle pay quartile, which is a good gender balance. This pay quartile is made up in part of Central Service employees, Lead LiveWire Advisors, Librarians, Social Prescribing Link Workers and Swim Teachers. Positions that are occupied by a balance of genders.
- Female staff represents 57% of the lower middle pay quartile. This quartile's reporting includes LiveWire's Lifeguard employees, both those with permanent or Variable Permanent Hours contracts.
- Female staff represents 78% of the lower pay quartile, this is significantly higher than the ratio of full-pay relevant female employees across the whole Company. The majority of roles within the quartile are LiveWire's Customer Service Assistants, Hub Service Advisors, Housekeepers and part time Library positions, which are traditionally filled by females.

4. Bonus Pay

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

¹Office for National Statistics, ONS, 2021

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2021>

Action by LiveWire

The metrics presented within LiveWire's Gender Pay Gap report reflects that there continues to be no differences in pay rates at LiveWire for different genders occupying equivalent roles and we are committed to ensuring that our people are treated 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
- 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
- Operates a training programme that ensure all employees are equipped with knowledge and skills to they need to perform their daily tasks
- Commitment to job evaluating roles that are changed or adapted in line with business demands or restructuring
- Employs a female Managing Director and females occupy key management roles within the Company which is not reflective of the industry
- Recognises Trade Unions

LiveWire continues to;

- Review and adapt 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
- 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

LiveWire's gender pay gap report compares favorably to national statistics for 2021. LiveWire is committed to promoting equality of opportunity for all staff in its employment policies and practices. We are driven to create a working environment in which all individuals are able to make best use of their skills, free from discrimination or harassment, and in which all recruitment and development opportunity decisions are based on individuals' merits and abilities.



Statement of accuracy

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

A handwritten signature in black ink that reads "Siddall". The signature is written in a cursive, flowing style.

Cheryl Siddall

People, Performance & Resources Director