



Gender Pay Gap Report

September 2023

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 2023.

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 various 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 2023). 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 425 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 2023) LiveWire employed 425 employees, 155 male employees and 270 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	
5.2% Lower (mean)	0.0% Lower (median)

Pay quartiles – the proportion of males and females in each quartile pay band	
Upper quartile	
43% Men	57% Women
Upper middle quartile	
19% Men	81% Women
Lower middle quartile	
37% Men	63% Women
Lower quartile	
31% Men	69% 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 2023 was 64% female and 36% male. This is a slight change since April 2022, when the ratio was 65% female and 35% male
- Our mean (average) Gender Pay Gap is 5.2% which is a change on the 2.7% reported in April 2022
- Our median pay gap is 0.0% lower, again an improvement on the 1.3% decrease reported in April 2022
- LiveWire's 2023 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 upper quartile
- This year the greatest disparity is reported in the upper middle quartile where the proportion of females in the quartile pay band is 81%. This figure reflects the fact that the data included in the quartile captures roles such as the Company's Central Service employees, Lifestyle Advisors, Librarians, Fitness Instructors, Social Prescribing Link Workers and Swim Teachers; roles which are filled by females.
- The number of employees included in the data collection for 2023 was 425, a slight increase on the 418 employees in April 2022. This increase is attributed to the following reasons;
 - At the time the snapshot data for 2022 was taken the Company was carrying a number of vacancies following natural turnover. These vacancies have since been filled and the post holders captured in the snapshot data for 2023
 - The impact of implementing the National Living Wage continues to cause a large cohort of the workforce to cluster at one pay grade. In previous years these would have been spread across multiple pay grades

2. Hourly rate

- LiveWire's hourly rate for male and female staff has witnessed a significant change compared to previous years, with the mean hourly pay being 5.2% for females and the median hourly pay being 0.0% lower. This change is reflective of the increase in recruitment to the vacant posts within the staffing structure and the new post holders commencing employment at the first increments with the pay grade but continues to be lower than the UK average of 14.9%¹ in 2022.
- The calculations report that for LiveWire's permanent contracted staff, the mean hourly pay is lower for females. This can be attributed to the fact that LiveWire's lowest paid roles such as Lifestyles Administrator, Customer Service Advisors, Housekeepers, and Library Assistants continue to be dominated by female workers and are part time roles.

3. Pay quartiles

- LiveWire's workforce is more dominated by females, with 64% female staff and 36% male staff. This is worth noting when considering what the pay quartiles represent.
- Female staff represents 57% of the upper pay quartile, which is a good gender balance and indicates females are strongly represented within LiveWire's Management team. However, this is a decrease when compared to the 64% reported in 2021, reflective of the shift in data captured within each of the quartiles due to the increase sample size of 425 employees for 2023. The gender split of 57% female and 43% male in this quartile demonstrates LiveWire's commitment to appointing women to management positions within the Company.
- Female staff represents 81% of the upper middle pay quartile, this is significantly higher than the ratio of full-pay relevant female employees across the whole Company. This pay quartile is made up in part of Central Service employees, Lifestyle Advisors, Librarians, Fitness Instructors, Social Prescribing Link Workers, and Swim Teachers. Positions that are predominantly occupied by females and are part time roles.
- Female staff represents 63% of the lower middle pay quartile, this is comparable with the ratio of full-pay relevant female employees across the whole Company. This quartile's reporting includes LiveWire's Lifestyle Administrators, Lead LiveWire Advisors (dry sites/libraries) and Lifeguard employees, both those with permanent or Variable Permanent Hours contracts.
- Female staff represents 69% of the lower pay quartile, this is comparable with 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 Library assistant positions, which are traditionally filled by females and are part time jobs.

¹Office for National Statistics, ONS, 2022

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2022>

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 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 continue to be 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) is in place to support working parents to create a better balance between work and family commitments
- A Recruitment and Selection Policy 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
- Operating a training programme that ensures all employees are equipped with knowledge and skills to they need to perform their daily tasks
- Undertaking an annual Performance, Review and Development programme ensuring employees and their line managers have the opportunity to reflect on their work and identify any challenges or development needs and plan how to address these
- Commitment to job evaluating roles that are changed or adapted in line with business demands or restructuring
- Employing a female Managing Director and females occupy management roles within the Company which is not reflective of the industry
- Recognising 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 annual monitoring of the gender pay gap

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



Conclusion

LiveWire's gender pay gap report compares favorably to national statistics for 2022. 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.



Cheryl Siddall

Chief Operating Officer (Interim)

