



By Appointment to
Her Majesty The Queen
Reprographics Services
Hobs Reprographics plc
Liverpool

hobs



Gender Pay Gap Summary

The Gender Pay Gap shows the difference between the average earnings of men and woman using six different calculations.

5th April 17 is the first snapshot date for which the Gender Pay calculations must be taken.

Gender Pay report to be published within 12 months of the snapshot date.

Hourly Rate Ordinary Pay

Mean **20.99%**

Median **16.44%**

Summary

Ordinary Pay

- Mean Gender Gap **20.99%**
- Median Gender Gap **16.44%**

Bonus Pay

- Mean Gender Gap **28.96%**
- Median Gender Gap **0.00%**
- Males receiving a bonus **69.58%**
- Females receiving a bonus **66.04%**

Quartile Summary

- Quartile 4 shows a difference of **80.77%** between male/female ratio

Bonus Pay Summary

Mean **28.96%**

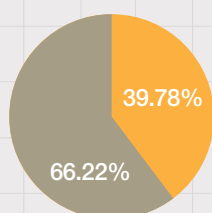
Median **0.00%**

Receive Bonus	Female	Male
Female	66.04%	
Male		69.58%

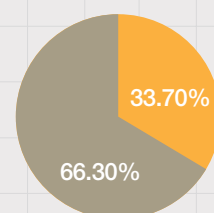
Quartile Summary Data

■ - Female ■ - Male

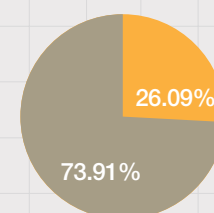
Quartile 1



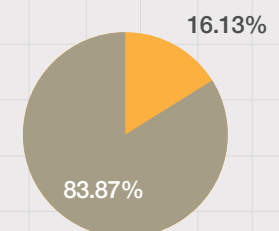
Quartile 2



Quartile 3



Quartile 4





James Duckenfield
CEO

We recognise that the aim of 'pay gap reporting' is to understand the barriers that may stand in the way from everyone reaching their full potential. It is my view that diversity is a natural consequence of a true meritocracy.

Our company culture is one of finding the right person for the right role regardless of gender, creed or ethnicity.

We are aware of gender disparity in the UK and we are committed to working harder to achieve a greater balance. As a result, we have introduced a policy for 3rd and 4th quartile

roles that requires recruiting managers to have a least one potentially suitable female candidate in the shortlist before interviewing or down selection can commence. This will preserve our meritocracy but give balance a chance for key positions.

Diversity and Inclusiveness is important to Hobs group and something we will actively monitor and manage to enable the business to thrive.

James Duckenfield
CEO



Kristine Gallagher
Group HR Manager

Hobs Group welcomes the introduction of Gender Pay Gap reporting, as it highlights the requirement to remove barriers in order for our people to reach their full potential.

Whilst I am pleased to report that as a Group there is no gap in our median bonus gender pay and we are below the national average of 18.4%* on median ordinary pay, there is much we can do as an organisation to make further improvements and create more opportunities for women within the top quartile.

As such we are commitment to closing the gap by introducing the following initiatives:

- Introduction of the 'McKinsey' initiative, to have at least one female within the shortlisted pool of candidates for all positions in the top quartile.

- All vacancies will advertised internally allowing employees the opportunity to take their next step in their career progression
- Develop our attitudes towards flexible working and promotion of the family leave policy
- Commit to developing a Group wide management development programme with the aim of supporting the career progression of our female employees

Inclusive employment for all is a key requirement for any future business strategy.

Kristine Gallagher
Group HR Manager

*Source: 2017 Annual Survey of Hours and Earnings, Office for National Statistics



**Craig
Horwood**
Managing Director
Hobs Reprographics

It is in the interests of Hobs Reprographics PLC to ensure that we have fair and just pay and remuneration processes to assist in attracting and retaining the best employees and to reduce the equal pay gaps and overall gender pay gap.

The report published shows we still have work to do on our ordinary pay; gender pay gap, which stands at 16%. However, I am pleased to note against the national average of 18% we are in a positive position to make further improvements.

The inherent trend in our sector, of less females versus males entering our profession doesn't allow a quick fix to this issue. I do expect that our current national competitors in our like for like sector will be in a similar if not hold a wider gap than we currently find ourselves for this reason.

We are committed to ensuring that gender pay gaps reduce, equality in our recruiting, appointing salaries and career development for all employees in Hobs Reprographics.

Our gender pay and equal opportunities objectives for the PLC are to:

- Continue to work to ensure equality in reward and bonuses
- Use a standard and structured approach in determination of appointing a salary;
- Improve career development opportunities for females;
- Fair and transparent policies and processes that support career development for all genders.

Hobs Reprographics PLC believes, and shows that a diverse approach to staffing in all areas and positions in our business helps provide a broader ability, to relate to customers and markets for the forward progression of our business. We will continue to work with our in house professional HR team to ensure we continue to offer the correct opportunities to all qualified individuals on an equal basis.

Craig Horwood
Managing Director – Hobs Reprographics



**Michelle
Greeff**
Managing Director
Hobs Studio

Statistics are not particularly optimistic in the UK with only one in six women tech specialists and one in ten IT leaders. It is encouraging that our tech company Hobs Studio is led by a female MD but I'm very aware there is still much work to be done.

My commitment to narrowing the gap is to work with the London Legacy Development Corporation and the Mayors office to launch a 3D academy that will offer free industry-led training, enabling local people, particularly women to gain advanced digital skills in a 'live' work environment and access to a range of tech jobs.

As well as delivering the training facility we will host 'inspire' sessions for younger children with the aim to inspire more young women into tech.

Michelle Greeff
Managing Director - Hobs Studio



Rob Crowley
Managing Director
Anexsys

Anexsys welcomes the Hobs Group's publication of our collective Gender Pay Gap data. As MD, I am fully committed to developing our diverse, representative, high-performance team and workplace culture. Whilst I am confident that nowhere in the business is there unfair pay, I am committed to reducing the Gender Pay Gap and have this as a priority within my strategic plan.

Technology businesses have a reputation for gender imbalance. This 2017 World Economic Forum report on gender in the tech industry shows that female representation in technical roles is rarely above 25% and often as low as 15% from company to company. We are proud that our representation figures tell a different story.

In our technical and leadership teams we have the following percentages of women and a strong talent pool to draw for future promotion rounds:

- Managing Consultants - **75%**
- Consultants & Senior Consultants – **38%**

We are strong advocates for flexible and remote working. One senior leader, Eleanor Pyemont, works a 'hybrid' self-defined schedule that works brilliantly for the business. She says, 'I'm absolutely committed to both my career and to my family – it is an ongoing juggle as every parent knows. The flexibility

I have with Anexsys means I can dovetail responsibilities and thrive both at work and at home.' As an early-adopting technology business, our teams search out and bring in-house solutions that drive flexible, remote and non-traditional forms of working – such as Slack and Trello. Stuart, our Head of Software Engineering says, "We love integration tools such as Zapier that make work more accessible; automating routine tasks so we can focus on our clients. Anything that is good for productivity also generally supports flexibility".

We support the pipeline of female talent pre-employment to ensure that we can recruit from the most talented individuals. To achieve this we support the Social Mobility Foundation by hosting an annual paid internship for a high-achieving young female student from a disadvantaged background. We also support our staff to engage in other activities to improve gender representation in technology. One of our recently promoted Senior Consultants has also supported the University of Bath as a member of the Industrial Advisory Board for the Computer Science Department with particular reference to removing barriers to female participation in Computer Science.

I welcome increased transparency on private sector gender representation and see it as something that will support innovation and excellence within our industry.

Rob Crowley
Managing Director – Anexsys



Simon Kelly
Managing Director
Hobs on-Site

Hobs On-Site pursues a strict policy of meritocracy across all employee engagement, which includes gender neutral employment and remuneration decisions.

To this ends, although we recognise that due to legacy business and market trend reasons, Hobs On-Site is largely a male dominated business, our recruitment policy is open to support an improved gender workforce balance, and subsequently an improvement in the overall gender pay gap.

To support this, Hobs On-Site are continuing with the policies:

- Merit based recruitment policy
- Generic, role based remuneration, against market benchmarks
- Merit based career development policy
- Fair and transparent policies and processes that support career development for all genders

Simon Kelly
Managing Director – Hobs on Site

