



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 is the snapshot date for which the Gender Pay calculations must be taken.

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

Summary

Ordinary Pay

- Mean Gender Gap **19.31%**
- Median Gender Gap **15.22%**

Bonus Pay

- Mean Gender Gap **112.38%**
- Median Gender Gap **11.42%**
- Males receiving a bonus **154**
- Females receiving a bonus **64**

Quartile Summary

- Quartile 4 shows a difference of **30.2%** between male/female ratio

Hourly Rate Ordinary Pay

Mean

19.31%

Median

15.22%

Bonus Pay Summary

Mean

112.38%

Median

11.42%

Recieve Bonus

Female

60.95%

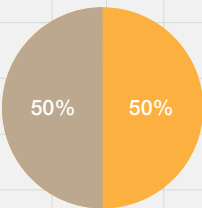
Male

69.06%

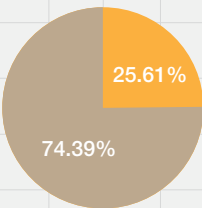
Quartile Summary Data

Female Male

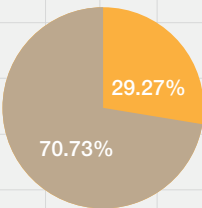
Quartile 1



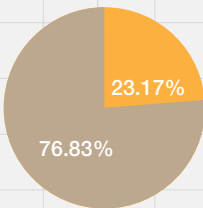
Quartile 2



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.

I'm happy to note that there has been an overall improvement versus last year on gender balance, in particular in 3rd and 4th quartile positions.

James Duckenfield
CEO



**Kristine
Gallagher**
Group HR Manager

The 2017 Gender Pay Gap Report provided the first benchmark which organisations (250 or more employees) could identify, monitor and reduce any gender imbalance within their workforce.

As a result of the 2017 Hobs Group Gender Pay Gap Report, a number of initiatives were implemented to address areas of improvement as identified. The 2018 Report is reflective on the short term positive changes in a number of key areas:

- Increase in the number of Females in Quartile 3
- Increase in the number of Females in Quartile 4
- Mean average bonus pay

Improving the Gender Pay Gap within the Hobs Group remains a fundamental priority. Whilst overall the company is making progress, as a business we need to ensure that we remain focused and committed to the long term strategy.

Objectives for the forthcoming year will include:-

- Rolling out a Management Development programme to identify the female leaders of the future.
- Software investment in an Applicant Tracking System to provide a greater transparency in the recruitment process.

Kristine Gallagher
Group HR Manager

