

Gender Pay Gap Report 2022



We are an employer required by law to carry out gender pay gap reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The gender pay gap is a snapshot of the gender balance within an organisation. It measures the difference between the average earnings of all male and female employees, regardless of their role or seniority. We can use these results to assess:

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

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

Gender pay gap figures

Gripple Ltd has calculated the required figures and, at the snapshot date of 1st April 2022, the overall gender split across all UK employees was 31% women and 69% men and our gender pay gap was as follows:

Mean (average) gender pay gap	12.05%*			
Median (middle) gender pay gap	4.7%			
Number of male and female employees in each quartile		Female	Male	Mean gender pay gap
	Lower	37.50%	62.50%	- 1.73%
	Lower middle	34.60%	65.40%	- 0.08%
	Upper middle	31.30%	68.80%	1.57%
	Upper	20.50%	79.50%	8.47%

*the UK average for 2022 at the time of report publication was 11.63%

Our historical mean gender pay gap is as follows:

2017	2018	2019	2020	2021
20.40%	18.00%	16.65%	19.96%	15.04%

Understanding our gender pay gap

Our gender pay gap is due to two main factors.

Firstly, there is a lack of female representation in certain areas of the business. The lack of female engineers is reflective of a national problem with a lack of women in STEM roles generally, with women making up 50% of the UK workforce, but less than 15% of STEM roles*.

Engineers are typically comparatively well-paid as industry standard, so this will compound the issue. Equally, specialist manufacturing sections of the business, such as die casting and moulding are almost exclusively male. The sales teams are also 'male-heavy' (approximately 80%), with most employees in area sales manager roles, again typically comparatively well-paid, being men.

Secondly, there is a lack of female representation in senior roles, with just over 20% of employees in the upper quartile being women, although pleasingly this continues to rise since the 1st April 2022 snapshot date, with six women now at board level and the newly restructured UK board now 57% female.

Thirdly, women are less well represented in indirect roles across all four quartiles, particularly in the upper two quartiles, with just 16.40% in indirect employees in the upper middle quartile being female and 23.3% in the upper quartile. The gender pay gap for direct employees is 1.50%, but 44.30% for indirect employees.

** Source: Redline Group Ltd – Women in Engineering: How to close the gender gap*

Taking action to close the gap

We recognise that whilst our overall gender pay gap continues to reduce from 15.04% in 2021 to 12.05% in 2022 and the gap is small in the first three quartiles, we still have work to do. According to research, the number of people saying a company's gender balance would influence whether they accepted a job offer rose by 13% between 2019 and 2021, from 54% to 67%.

As we move towards a new era of digital transformation, sustainability and diversification and the manufacturing and engineering industries continue to face talent shortages, we cannot afford to not draw from and develop an underutilised talent pool. The greater the diversity of talent, the more opportunity there is for innovation and growth.

We continue to have initiatives in place to make change happen and are pleased to already see signs of improvement. However, we strive as an employee-owned business to close the gap to zero and will therefore take positive action as a matter of priority.

Equity, diversity and inclusion

We are committed to having a diverse and gender-balanced workforce. We have therefore already started work to implement a robust equity, diversity and inclusion strategy, aligned to our company values and mission and embedded from top to bottom. Designed to build ED&I into everyday behaviours, culture and ways of working, this strategy will emphasise the important role all leaders and mentors play in supporting our employees and raise awareness of the benefits of a diverse workforce.

The roadmap to deliver this strategy will include the positive action points mentioned below. Additionally, the plan will include wider ED&I awareness training and positive role modelling both internally and externally.

Recruitment, talent development and succession planning

We remain committed to recruiting and promoting the best people for the job, regardless of gender. We will continue to run internal development and leadership programmes for both

men and women to ensure a pipeline of suitably experienced and capable candidates is available for consideration for promotion into senior roles. We have introduced recruitment and interview training for all leaders, which covers discrimination and equal opportunities awareness, and produced an interview guide and candidate evaluation form, both designed to encourage fairness and transparency.

However, we need to ensure there is a 'level playing field' (equity) and any barriers in place preventing us from attracting and sourcing more women into traditionally 'male-heavy' roles and developing and promoting women into more senior roles are removed.

This will include the introduction of leadership development programmes for women exclusively and the attraction and nurturing of the widest possible female talent pool through inclusive recruitment practices, such as gender-neutral terminology in job advertisements and ensuring diverse interviewing panels. We will also continue to focus on our early careers schemes to reduce the gender pay gap, with younger people typically demanding pay equality.

We have long been involved in initiatives to promote STEM careers to young people, working closely with local schools and universities and partaking in initiatives such as the 'STEMettes' mentoring programme. We have now gone further, recently launching a specific education engagement strategy. This will be aligned with our wider ED&I and recruitment strategies and include a focus on collaborating more closely with a select number of schools to inspire and encourage girls to consider future careers in areas such as engineering and help to build a pipeline of talent.

Coaching and mentoring

We will introduce internal coaching and mentoring schemes for female leaders specifically to give them the support, confidence, and tools to make their next career step.

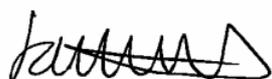
Work-life balance

The introduction of flexible working options as part of a wider, enhanced benefits programme is helping both women and men effectively manage their work-life balance.

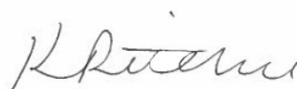
This benefits programme supports overall employee wellbeing and financial health, with other initiatives including a Paycare health plan, quarterly 'thank you' holiday days and the recently introduced 'birthday day'.

We will continue to explore further options around hybrid and flexible working and review our current, enhanced maternity, paternity, and parental leave policy to encourage both men and women to benefit more equally from leave options.

We confirm that the information in this statement is accurate.



Edward Stubbs
Group Managing Director



Katrina Ritchie
People & Culture Director